

A man with short brown hair and a mustache, smiling, stands with his arms crossed. He is wearing a dark blue polo shirt with the Eutelsat logo on the left chest. The background shows a blurred outdoor setting with solar panels and a clear sky.

3

Corporate environmental, social and societal responsibility

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Preamble

Connecting sustainably

At Eutelsat, we firmly believe that incorporating social and environmental priorities into our business is essential to the long-term success of our operations and strategy. To this end, we have defined, during the last fiscal year, a new mission and specific key commitments to drive our ambitious programme of Corporate Social Responsibility.

The CSR mission that we have redefined is to bridge the communications divide across the world, whilst also being committed to the responsible use of space. We respect the environment, both on Earth and in space, and its protection is at the forefront of our decision-making. We are also committed to ensuring equal opportunities to all, we value the importance of respecting all our people, customers, and partners, and we embrace diversity and foster inclusion by doing so.

Our dedication to bridging the digital divide and expanding digital inclusiveness is a crucial component of our Corporate Social Responsibility strategy. Given the ever-increasing expansion of connectivity demands and needs, fair access to Internet services must be offered to all individuals, regardless of their geographical location. By joining the Partner2Connect digital coalition set up by the International Telecommunication Union (ITU) in 2022, the Group has committed to bringing Internet access to 1 million people living in the most underserved regions of Sub-Saharan Africa by 2027. In less than six months, we have already reached the 200,000-user mark, a significant milestone in fulfilling this pledge.

In pursuit of this mission, we have reaffirmed our long-standing support for Télécoms Sans Frontières as becoming a sponsor of the NGO, thereby strengthening its ability to respond to communications challenges related to crisis situations.

The sustainable use of space is the second of the core tenets of Eutelsat's CSR strategy. As one of the first actors in the "Net Zero

Space" initiative, Eutelsat reaffirmed its commitment at last year's Paris Peace Forum to call for the sustainable use of space, making concrete commitments to urgently reduce the number of debris in Earth orbit for the benefit of all humanity by 2030. In this spirit of continuity, in November 2022, the Group became a signatory of the ESA's "Joint Statement for a responsible space sector", alongside all European space sector actors.

We understand the urgency of addressing the challenges of climate change and are fully committed to accelerating our environment programme in line with the Paris Agreement's goal of limiting global temperature increase to 1.5°C. We have taken a significant step by submitting our first report to the Carbon Disclosure Project (CDP) and preparing our carbon reduction commitments which shall be submitted to the SBTi during the coming year.

We have also reinforced our commitment to combatting influence peddling and upholding the highest standards of integrity.

Gender equality, diversity, and inclusion are top goals for us because we believe that cultivating inclusivity inside the company is not only important for performance but also accelerates its transformation.

Combined, these efforts establish a culture of continual improvement within Eutelsat, which instills pride among all our employees.

I would like to extend my heartfelt gratitude to our hardworking staff, valued customers and shareholders for their unshakable trust and confidence. We have made great progress in advancing our Corporate Social Responsibility agenda as a group, empowering us to pursue our sustainability goals and make a meaningful change.

Eva Berneke
Chief Executive Officer

3.1 Challenges and CSR policy

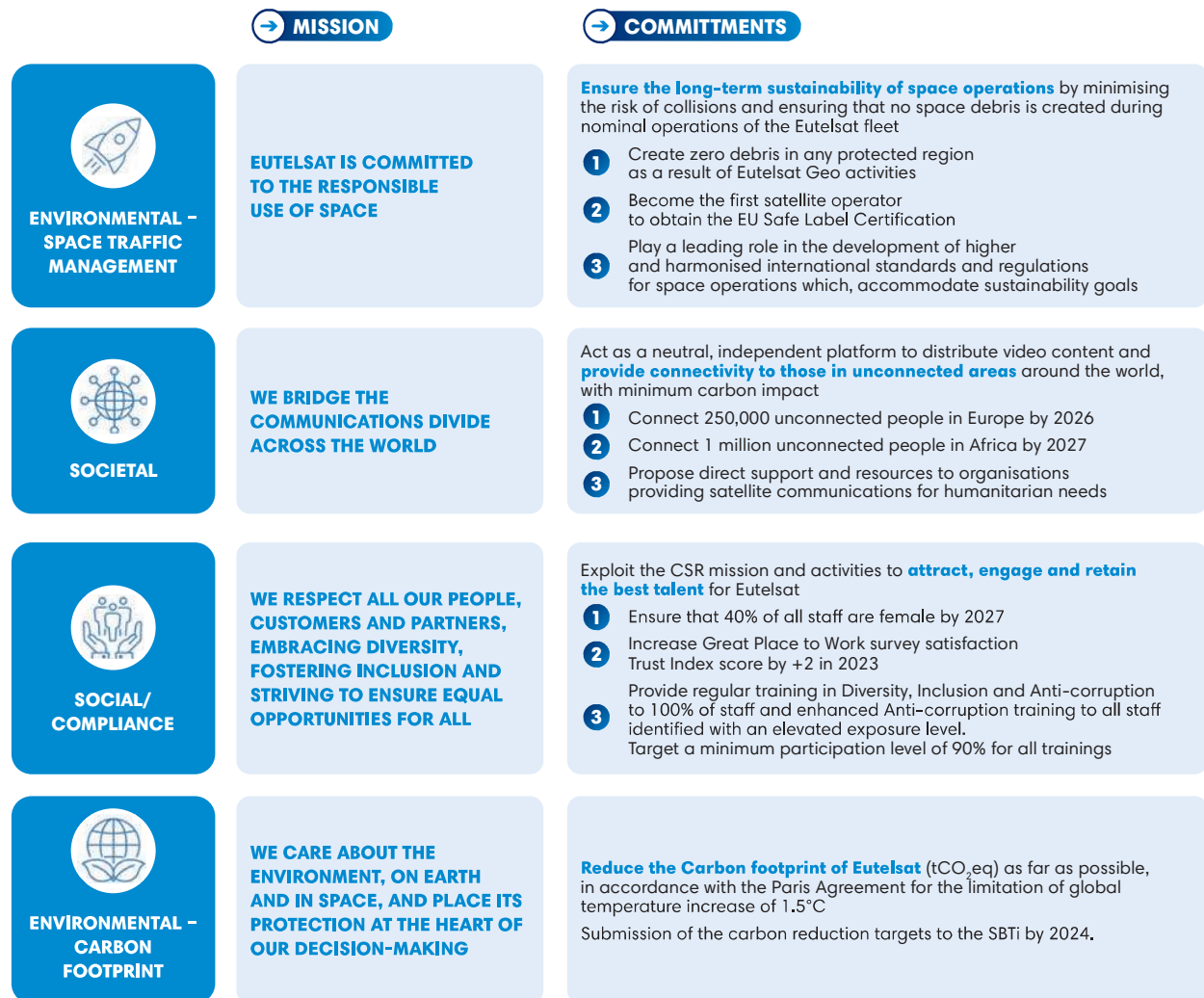
In compliance with Article L. 225-102-1 of the French Commercial Code and Decree No. 2017-1265 dated 9 August 2017 enacted for the application of Order No. 2017-1180 dated 19 July 2017 on the disclosure of non-financial information by some major companies and corporate groups, Eutelsat discloses its non-financial performance statement. To this end, it has collated information for

the items pertaining to its business, and in response to the non-financial risks classified under the following fields:

- social;
- environmental;
- societal.

3.1.1 Our core commitments

During the fiscal year, the Group underwent a significant transformation by redefining its approach and core commitments. This involved crafting an ambitious CSR mission statement and a set of key commitments that revolve around four primary pillars, all of which are in perfect alignment with our business model.



3.1.2 CSR governance and organisation

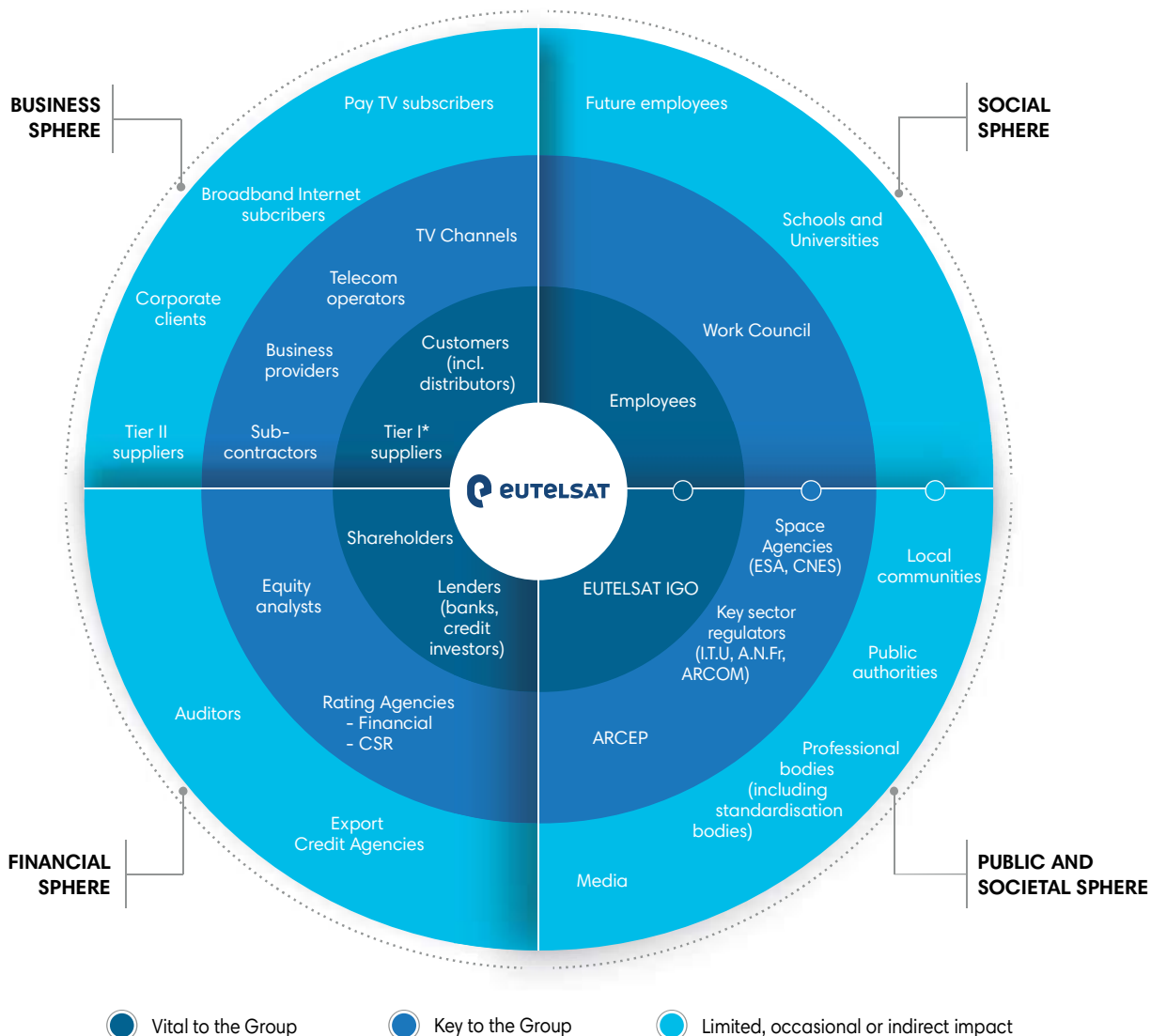
A CSR Committee, operating under the authority of the Board of Directors, is entrusted with the responsibility of monitoring and assessing the group's CSR policy. The Committee consists of five Board Members including Dominique d'Hinnin (Chairman of the Board of Directors), with Agnès Audier serving as the Committee Chair. In addition, Eutelsat's CEO, Eva Berneke, participates as part of the Executive members, along with three additional members from the Executive Committee, and a representative from the employee body. The Committee is overseen by the CSR team and convenes on a quarterly basis (see Section 2.3.8 "Committees of the Board of Directors").

In the second half of 2022, a strategic reorganisation has been carried out to integrate the Group's CSR activities within the department of Strategy. As part of this move, a CSR Director was appointed to oversee the Group's low-carbon and overall CSR strategy. This restructuring aimed to streamline and consolidate the management of CSR initiatives, ensuring better alignment with the company's overall strategic goals and objectives.

3.1.3 Relations with stakeholders

The ongoing development of digital technologies are leading to new challenges for Eutelsat and its stakeholders. The Group thus maintains a regular dialogue with its stakeholders to obtain information and garner various points of view that will help in its decision-making process.

The Group's main stakeholders are identified in the following matrix. The identification and ranking of stakeholders are structured around their degree of impact on the Group, the influence they may have on Eutelsat's decisions and on Eutelsat's participation in the activities of these different groups.



* Tier I suppliers mainly include satellite manufacturers, launchers, insurers, technology providers, suppliers of ground equipment.

► EUTELSAT IGO maintains a constant dialogue with the space community

Eutelsat maintains relations with the European Telecommunications Satellite Organization, EUTELSAT IGO, on environmental and social responsibility issues.

The intergovernmental organisation, EUTELSAT IGO, has permanent observer status with the United Nations Committee on the Peaceful Uses of Outer Space⁽¹⁾ (COPUOS) and as such participates in the meetings of the Committee and its two subcommittees, the Scientific and Technical Subcommittee (STSC) and the Legal Subcommittee. In June 2022, the Executive Secretary, Mr Piotr Dmochowski-Lipski, participated in the 65th session of COPUOS and followed matters of interest to the Organisation regarding inter alia "Ways and means of maintaining outer space for peaceful purposes", "Use of space technology in the UN system" and the development and outcomes of the activities of the working groups on "Long-term sustainability of outer space activities", "Space Resources" and "Space2030" Agenda. During this session the support of EUTELSAT IGO on the role played by COPUOS and its subcommittees in maintaining and enhancing peaceful cooperation in outer space was reaffirmed. EUTELSAT IGO also participated in the 60th session of the STSC in February 2023 in Vienna (Austria). Matters related to the United Nations Programme on Space Applications, Space Technology for sustainable socioeconomic development and remote sensing of the Earth by satellite, including applications for developing countries and monitoring of the Earth's environment were examined. Topics related to space debris, space-system-based disaster management support and recent developments in global navigation satellite systems were also presented. During this session, a new agenda item entitled "General exchange of views on dark and quiet skies for science and society" was examined by the Committee which encompasses the concerns faced by the astronomical community vis-à-vis the increasing number of spacecrafts launched into orbit by multiple stakeholders and private entities. While several delegations considered that dark skies must be preserved as common and cultural heritage of the world, most delegations participating in these discussions considered that trade-offs were needed between the scientific and the satellite communities. Convinced that space is a driver for sustainable development and of critical importance for everyday life on earth, EUTELSAT IGO is committed to raise awareness on these matters to follow these crucial topics within the international satellite and space community. Since its joint establishment in 2010 by two United Nations specialised agencies, the International Telecommunications Union (ITU) and the United Nations Educational, Scientific and Cultural Organization (UNESCO),

the Broadband Commission for Sustainable Development⁽²⁾ has sought to promote the adoption of effective and inclusive broadband policies and practices in countries around the world. As a Commissioner, the Executive Secretary has remained fully involved in the work of the Commission whose main objectives are to promote the importance of broadband on the international policy agenda, to devise practical strategies that advocate for the development of broadband infrastructure and services and to ensure that the benefits of these technologies are made accessible to all people worldwide. At the Annual Fall Meeting of the Broadband Commission in September 2022, the Commission discussed the remaining actions needed to reach the 2025 Commission's Advocacy Targets and means to achieve meaningful connectivity. The Commissioners stressed the need to ensure inclusive and sustainable broadband development and discussed the requirements to have the relevant tools to reach universal connectivity including access to electricity, affordable and rugged devices, open educational resources, digital literacy, cybersecurity, and gender equality. The two working groups (WG), of which the Executive Secretary was a member, presented the results of their activities and launched their reports. The WG on Artificial Intelligence (AI) Capacity Building released its report on "AI and Digital transformation intended for civil servants worldwide"⁽³⁾ and the WG on "Data for learning" presented its preliminary findings and its Interim Report⁽⁴⁾. The 12th edition of the State of Broadband Report entitled "Accelerating broadband for new realities"⁽⁵⁾ was released and featured the trends in broadband deployment in the new post-pandemic environment as well as key takeaways to achieve universal connectivity.

EUTELSAT IGO has the status of International Organization Operating Satellite Systems in all three sectors of ITU, which enables the Executive Secretary and the Secretariat to participate in ITU activities of relevance to the Organisation. As part of its monitoring of frequency management activities for Eutelsat's space segment, the Organisation continues to follow and participate in the preparatory work of the World Radiocommunication Conference (WRC). The next WRC will convene in November and December 2023 (WRC23) in Dubai (United Arab Emirates) and will be the culminating point of a four year-preparatory process comprising a multi-stakeholder approach with governments, regulatory authorities, operators, suppliers and international and regional organisations. The agenda of the WRC-23 will aim at updating the Radio Regulations which is the international treaty governing the use of the radio-frequency spectrum and satellite orbits, while ensuring the rational, equitable, efficient and economical spectrum use by all radiocommunications services, WRC-23 will also lay the basis for technologies that would contribute to major changes in the digital economy in the future.

(1) <https://www.unoosa.org>

(2) <https://www.broadbandcommission.org>

(3) <https://broadbandcommission.org/publication/artificial-intelligence-and-digital-transformation/>

(4) <https://broadbandcommission.org/publication/the-transformative-potential-of-data-for-learning-interim-report/>

(5) <https://broadbandcommission.org/publication/state-of-broadband-2022/>

3.1.4 Materiality review

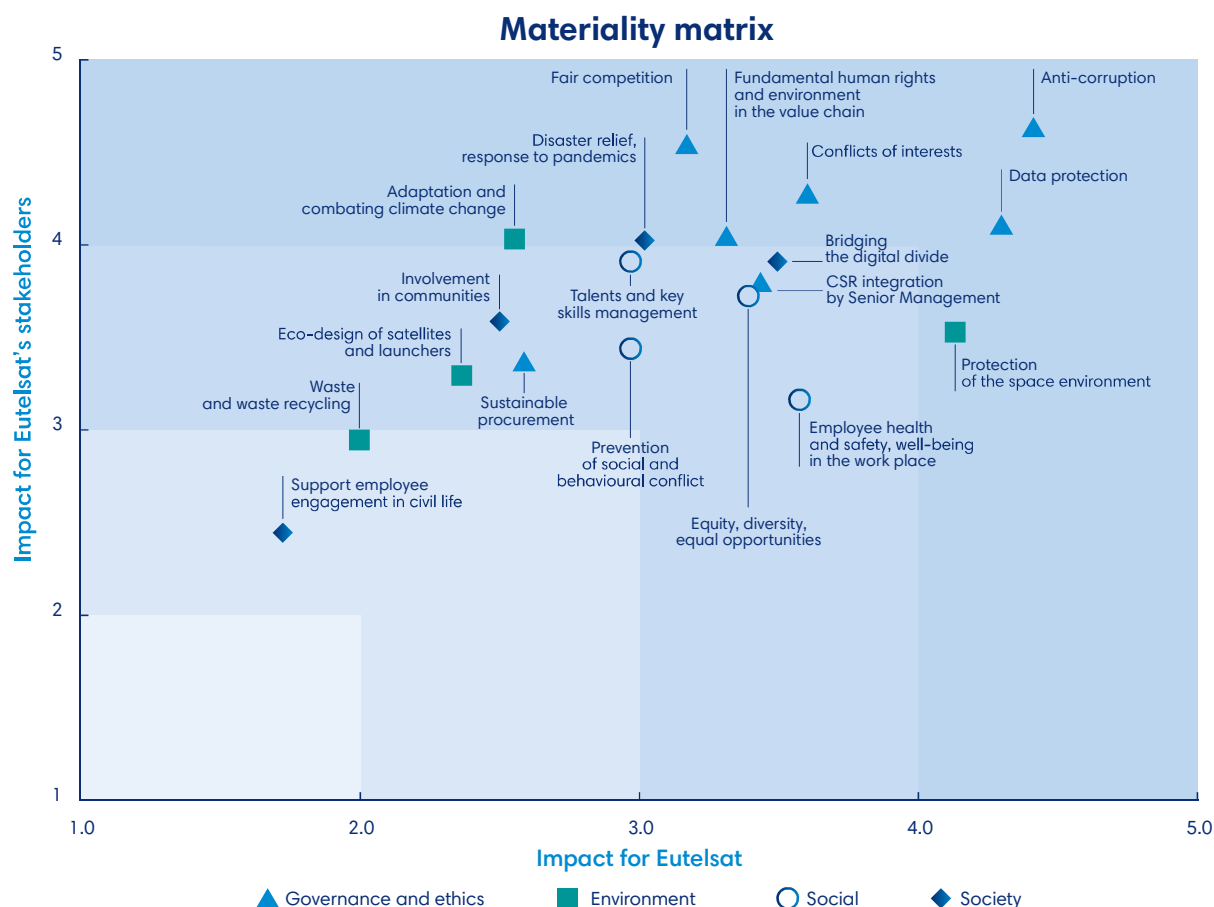
Eutelsat has conducted a materiality review showing the importance of CSR issues for its internal and external stakeholders and resulting in the CSR materiality matrix. We have constructed a three-dimensional matrix that provides us with valuable insights. The issues reviewed were selected and proposed by the CSR team based on an internal analysis of the non-financial risks, a consultation process on the CSR reference frameworks and the issues reported by companies in the same sector: Eutelsat's competitors, customers and suppliers.

This materiality matrix enabled the identification of Eutelsat's priority CSR issues and avenues for work and collaboration to be established

both internally and externally. These different issues were evaluated based on:

- ▶ their impact and importance for Eutelsat and its internal stakeholders;
- ▶ their impact and importance for Eutelsat's external stakeholders.

For the internal stakeholders, Eutelsat employees representing all the divisions and three members of the Executive Committee were consulted. External stakeholders consulted: customers, suppliers, shareholders and Board Members, NGOs, trade media, international agencies.



For some of them, this exchange opened up prospects for further collaboration on the CSR issues discussed.

The non-financial risks and opportunities outlined in the following chapter are the risks and opportunities which have been deemed to be material for Eutelsat by all of its stakeholders.

3.1.5 Main non-financial risks

Certain non-financial risks, particularly those related to corruption, have a likelihood/occurrence ratio that identifies them as specific risk factors that are likely to have a significant impact on the Group's financial situation. They are therefore described and discussed in detail in Chapter 4.

Other non-financial risks are risks whose occurrence does not have a direct material impact on the Group's financial situation, even if the

efficiency and performance of certain operations could be affected. These risks may affect Eutelsat or its stakeholders.

The organisation put in place and the method used to identify and manage risks can also be found in Chapter 4.

The following non-financial risks have been ranked based on the scale of impact they could have on the Group.

3.1.5.1 Cyber-attacks, security breaches or malfunctions on information systems and/or teleports

The risk could have a material impact on the Group's activities

Identification of the risk

The Group's information systems and/or teleports could be disrupted or fall victim to a cyber-attack, security breach or other malfunction and any interference with satellite signals may impact performance of satellites affecting operations or quality of service.

Risk management and monitoring

In March 2021, the Group hired a Chief Information Security Officer (CISO) to oversee cybersecurity. The CISO reports to the Group Chief Technical Officer and the Chief Security Officer. This role involves leading all aspects of cybersecurity, developing and implementing a comprehensive security programme to protect the company's asset and business processes. The CISO collaborates with the IT and satellite engineering teams to align the programme with business interests and best practices.

In May 2023, Eutelsat hired a dedicated engineer for "IA-Pre program". This programme establishes new cybersecurity requirements for commercial satellite communications providers working with the U.S. military. His role is to develop necessary procedures to ensure compliance with these requirements.

Due to Russia's war in Ukraine, Eutelsat recognises the importance of heighten cybersecurity standards. As a result, the company is committed to two major processes:

- ▶ France and Europe: Full compliance with ISO 27001, NIS2 and LPM ("Loi de programmation militaire");
- ▶ USA: compliance with NIST 800-53 and IA-Pre Program mentioned earlier.

3.1.5.2 Climate change and its direct and indirect impacts on the Group's operations

The risk could have a material impact on the Group's activities

Identification of the risk

Climate change poses specific risks associated with an increase in temperature in certain geographical areas where the Group operates. These risks include both direct and indirect impacts, which can significantly affect the Group's operations. One direct impact is the increased frequency of natural catastrophes. On the other hand, climate change also has indirect impacts, such as the need to relocate employees for climate reasons.

Risk management and monitoring

Continuous monitoring and assessment of climate related risks is undertaken, particularly in relation to potential risks posed to our physical sites of operation. When necessary mitigation plans are implemented to ensure continuity of essential operations and services. This is often achieved by having a geographically redundant site capable of supporting these operations. One example is that many teleport services can be switched between the Eutelsat teleports in Rambouillet, (France) and Cagliari (Italy) in the event of

an incident at either of the sites. Another example is that 24/7 NOC operations can be switched between France and Mexico.

This enhanced level of redundancy across many aspects of the company's operations provides a strong resilience against the direct and indirect impacts of climate change.

3.1.5.3 Space collisions and debris potentially impacting the Group's satellite operations

This risk could have a material impact on the Group's activities.

Identification of the risk

With the increasing number of communications satellites in space, the issue of end-of-life of satellites and the potential debris generated in the process, is becoming increasingly relevant. A collision between our satellites and certain types of space debris could lead to considerable damage to our satellites, thus affecting the Group's operations and leading to substantial financial losses.

Risk management and monitoring

Positioned in geostationary orbit for an average period of fifteen years, the satellites operated by Eutelsat do not belong to the category that generates the most debris, unlike those in low or medium orbit. Nevertheless, Eutelsat has made a number of commitments and adopted procedures to re-orbit satellites reaching end-of-life and reduce the risk of pollution in space. When they reach end-of-life, we, then, reposition our satellites more than 200 kilometers beyond geostationary orbit, thereby respecting the international guidelines.

3.1.5.4 Eutelsat may face different risk factors linked to the health and safety of individuals

This risk could have a moderate impact on the Group's activities.

Identification of the risk

Some of Eutelsat's activities, mainly at the teleports, may expose its employees or sub-contractors to various risks (installation and maintenance of equipment in teleports, exposure to electromagnetic waves, etc.).

Non-respect of the regulations or lack of measures relating to safety and quality of life in the workplace would cause accidents in the workplace which may have legal, operational and reputational consequences.

Risk management and monitoring

Pursuant to French law, Eutelsat has implemented the Comprehensive Risk Assessment Document (DUEP) to evaluate professional risks, which lists all the risks for the Issy-les-Moulineaux sites and the Paris-Rambouillet teleport. This document has been adapted following the Covid-19 public health crisis. A health and retirement scheme are available to all employees. For employees present at the teleport, training is provided on the risk of exposure to electromagnetic waves and testing is frequently carried out at the level of the installations.

3.1.5.5 Eutelsat incurs a risk linked to talent and key skills management

This risk could have a moderate impact on the Group's activities.

Identification of the risk

Eutelsat operates within a competitive environment, which is constantly changing due to technological developments in the telecommunications sector and the arrival of new market entrants. Eutelsat could have difficulty in recruiting talented people and training employees in new skills enabling the Company to remain competitive and innovative.

Risk management and monitoring

With the One Eutelsat (corporate culture and professionalised management) and the Great Place to Work and Denison culture surveys (360° management and employee engagement) programmes, Eutelsat focuses for several years on the management of key talent and employee engagement. Talent management also draws on the new HR Information System for talent identification and succession planning. Under the guidance of the Human Resources Department, the programme is periodically presented to the Executive Committee.

3.1.5.6 Risks of non-compliance with the applicable laws and regulations

This risk could have a material impact on the Group's activities.

Identification of the risk

The Group operates in a highly regulated industry and could be exposed to the risk of non-compliance with the laws and regulations applicable to it, notably with regard to the fight against corruption and influence peddling, economic sanctions, export laws, listing regulations, tax, the protection of personal data and competition law

Risk management and monitoring

During the fiscal year, the Group has continued to strengthen its anticorruption and influence peddling programme designed to prevent and detect acts of corruption within the Group, notably by:

- ▶ Updating the Whistleblowing policy and the online reporting tool, to ensure its compliance with the Wasserman law, enabling anonymous whistleblowing reports;
- ▶ Strengthening the internal compliance network in charge of developing the compliance culture locally, monitoring the effectiveness of the Group's processes and reporting on any vulnerabilities detected;
- ▶ Continuing the actions undertaken as part of the implementation of the measures prescribed by the Sapin II Act, in accordance with the latest recommendations of the AFA, notably: (i) the intensification of the training programme, conducted with all employees in France and abroad in 2022, (ii) the regular updating of internal policies on ethics and compliance, and (iii) the conduct of a high level compliance review by an external auditor, to assess the implementation and effectiveness of the programme.

3.1.6 Opportunities for the Company

3.1.6.1 Bridging the digital divide

Eutelsat is a key player in the effort to bridge the "digital divide", which refers to discrepancies in access to information and communication technologies (ICTs), specifically to Internet and TV broadcasting. Downgrading of the services offered by Eutelsat, in particular for free-to-air television broadcasting or the provision of bandwidth, could widen these discrepancies.

The Group's policy in this area serves three purposes:

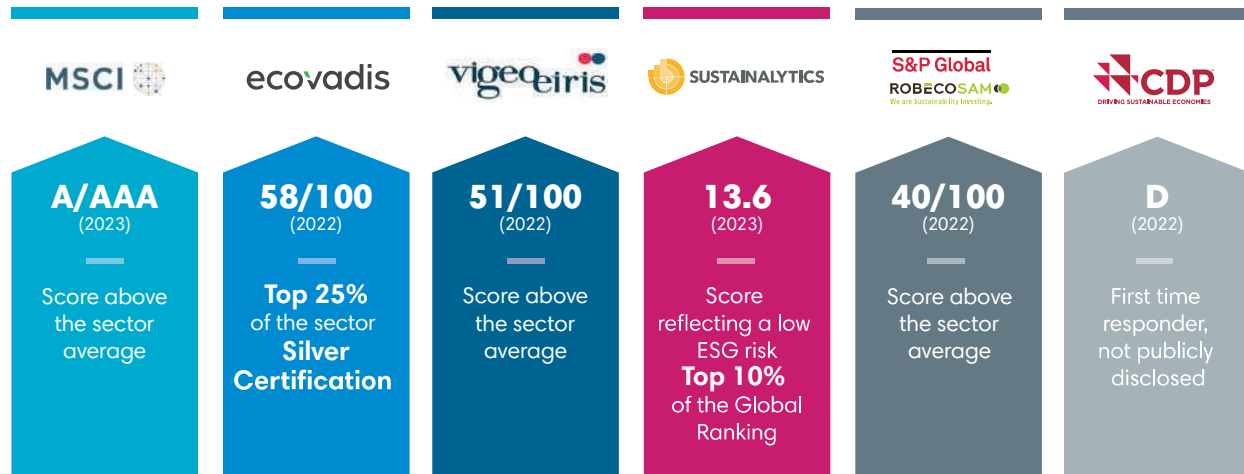
- ▶ provide Internet access to individuals, businesses and government agencies located in areas with little or no coverage by terrestrial networks;
- ▶ meet specific needs by fulfilling the public policy objectives of digital inclusion;
- ▶ promote access to free-to-air television for all homes.

3.1.6.2 Environmental protection

Eutelsat recognises the importance of caring for the environment, both on Earth and in Space. The company can leverage this commitment to environmental protection as an opportunity for differentiation. By placing the protection of the environment at the heart of its decision-making process, Eutelsat can establish itself as a responsible and sustainable player in the industry.

3.1.7 Evaluating impact: Eutelsat ESG ratings

► An overview of Eutelsat's non-financial scores









Eutelsat has also obtained other scores in recognition of its sustainable development efforts. The Company obtained a score of 88/100 in the Gender Equality Index, placing Eutelsat among the leading companies for equality and diversity.

3.1.8 Eutelsat's contribution to the United Nations sustainable development goals

As an active participant in the United Nations Global Compact since 2019, Eutelsat makes significant contributions towards advancing 9 Sustainable Development Goals (SDGs). Through our commitment to sustainable operations, we strive to address the evolving needs of society while actively working towards achieving these important global objectives.



Goals	Achievements
4 QUALITY EDUCATION <ul style="list-style-type: none"> ► 4.3 Vocational training and higher education ► 4.4 Skills and access to employment ► 4.7 Education in sustainable development ► 4.a Accessibility of educational establishments 	<ul style="list-style-type: none"> ► Individual annual training plan proposed for all employees during their year-end assessment ► Support for associations and foundations in promoting the sciences, technology, engineering, and mathematics (STEM) and the related professions ► Promote access to education via governmental cooperation to facilitate access to digital in schools ► Apprenticeship tax collected to schools and institutions that focus on promoting education for learners in need of a second chance
5 GENDER EQUALITY <ul style="list-style-type: none"> ► 5.1 End all forms of discrimination ► 5.5 Ensure full participation in and access to senior executive positions ► 5.b Technology and automation ► 5.c Gender equality policy 	<ul style="list-style-type: none"> ► Gender equality, diversity and inclusion as key priorities for the Group's social policy ► One third of the Executive Committee is composed of women ► Deployment of a plan to promote professional equality and quality of life in the workplace ► Support for the Women in Aerospace association, Signatory of the StopE initiative, combating everyday sexism in the workplace ► Awareness-raising of 100% of the employees in France to stereotyping and discrimination in the workplace
8 DECENT WORK AND ECONOMIC GROWTH <ul style="list-style-type: none"> ► 8.2 Economic productivity ► 8.4 Resource efficiency ► 8.5 Full and productive employment, and decent work ► 8.6 Promote youth employment and training ► 8.8 Labour rights and safe and secure working environments 	<ul style="list-style-type: none"> ► Signature of collective agreements to improve employee well-being at work ► Signature of a charter promoting the employment of young people in the Issy-les-Moulineaux municipality (Group headquarters) ► Internship and work study programmes for young adults in the workforce ► Denison and Great Place To Work engagement surveys

Goals	Achievements
 <ul style="list-style-type: none"> ▶ 9.1 Develop sustainable, resilient and inclusive infrastructures ▶ 9.4 Upgrade infrastructure and sustainable industrialisation ▶ 9.5 Innovation, research and development ▶ 9.c Increase access to information and communications technologies 	<ul style="list-style-type: none"> ▶ Bridging the digital divide by connecting the unconnected ▶ Implementation of the Space Debris Mitigation Plan (to reduce space debris) covering satellite station-keeping operations, satellite repositioning on geostationary orbit, measures in the event of anomalies, inclined orbit operational strategies and end-of-life operations ▶ Founder member of the Net Zero Space initiative for the creation of a sustainable space environment by 2030, signatory of the ESA's Joint Statement for a responsible space sector ▶ Sponsor of the ONG Télécoms Sans Frontières
 <ul style="list-style-type: none"> ▶ 10.2 Empower and promote inclusion ▶ 10.3 Ensure equal opportunity 	<ul style="list-style-type: none"> ▶ Delivering 2,480 free-to-air TV channels ▶ Eutelsat's pledge to the ITU Partner2Connect Digital Coalition ▶ Policy aimed at bridging the digital divide in regions where access to terrestrial networks is limited or does not exist. Collaboration with the different governments to promote Internet access
 <ul style="list-style-type: none"> ▶ 13.2 Climate policy 	<ul style="list-style-type: none"> ▶ Group's overall carbon emissions reduced by 4.7% in 2022 vs. 2021 ▶ Increase in electricity produced from solar panel systems ▶ ISO 14001 certification for the teleports in Caniçal (Portugal), Cagliari and Turin (Italy) ▶ Improvement in building energy efficiency ▶ Energy sobriety plan implemented during winter at headquarters
 <ul style="list-style-type: none"> ▶ 15.1 Conserve and restore terrestrial and freshwater ecosystems 	<ul style="list-style-type: none"> ▶ At the Paris-Rambouillet teleport, 85 hectares of lands are used for organic agriculture purposes ▶ At the Caniçal teleport, wastewater generated from the annual antenna cleaning, necessary for lubrication and salt removal, is carefully contained to prevent soil pollution. Moreover, emphasis is made on natural, green environments in outdoor spaces with abundant bushes and trees
 <ul style="list-style-type: none"> ▶ 16.5 Reduce corruption ▶ 16.6 Strong institutions ▶ 16.7 Inclusive decision-making ▶ 16.10 Ensure access to information and protect fundamental freedoms 	<ul style="list-style-type: none"> ▶ Anti-corruption Training proposed to all employees ▶ Actions in place to combat deliberate jamming ▶ Delivering 2,480 free-to-air TV channels
 <ul style="list-style-type: none"> ▶ 17.8 Scientific and technological capacity-building ▶ 17.10 Equitable multilateral trading system ▶ 17.17 Multi-player partnerships 	<ul style="list-style-type: none"> ▶ Collaboration with private and public players within the framework of our digital inclusion policy ▶ Purchasing policy put in place respecting the international standards on corruption and business ethics ▶ Permanent dialogue with the EUTELSAT IGO international organisation ▶ Member of the Global Satellite Operators Association

3.2 Integrity and ethics

3.2.1 Commitment of the governing body

Integrity and ethics are key priorities for the Group. This is reflected in the governing body's commitment to fighting corruption and all forms of unethical business practices. It is demonstrated by all the actions and measures put in place not only to prevent and detect corruption or influence peddling, but also to ensure compliance with regulations on personal data protection and competition law.

The appointment, in July 2021, of a Chief Compliance Officer, reporting to the Company Secretary and tasked, amongst other things, with the implementation and steering of the anti-corruption policy, illustrates the Group's ongoing commitment to ethical business practices. In 2022, the Compliance governance was improved by expanding the team, confirming the onboarding of an additional full time senior compliance officer in head office, as well as

one in the MENA region, both reporting to the Group Chief Compliance Officer.

Both the Code of Ethics and the Code of Conduct were updated after Eva Berneke joined the Group and signed a new preface, underscoring her personal commitment and that of the Group, to combating corruption.

▶ Key integrity and ethics commitments

During the fiscal year, the Group made key commitments to strengthen relationships with our stakeholders in accordance with our principles of ethics and loyalty for integrity and ethics. They are presented in Section 3.5.1.1

3.2.2 Compliance policy

3.2.2.1 Compliance regarding the fight against corruption and influence peddling

During the financial year and in compliance with the French Sapin II Act, the Group continued to strengthen its compliance policy aimed at preventing and detecting cases of corruption and influence peddling, and to roll out the programme by taking the actions outlined below.

The action plan approved in November 2021 by the Audit, Risks and Compliance Committee was carried out, and regular updates were given to said instance.

Development and regular updating of internal policies regarding ethics and compliance

The Group is committed to upholding the highest ethical standards in all the countries where it operates. In order to formalise this commitment and ensure consistent enforcement across all Group entities, internal ethics and compliance policies have been developed and are regularly updated. This set of anti-corruption guidelines is periodically enhanced to address risks identified through the mapping of corruption and influence peddling risks. In 2022, 10 procedures were created and/or upgraded, including the Due Diligence procedure for suppliers and the Due Diligence procedure for clients.

During the financial year, the Compliance department collaborated with the IT and Communications departments to develop two internal tools. One tool facilitates the reporting of potential or actual conflicts of interest, while the other tool enables the declaration of gifts and invitations given and received, in accordance with the relevant procedures.

The intranet was redesigned to include a dedicated internal page called "Compliance For You", improving employee's access to compliance documents, guidelines and more.

Finally, procedures were translated into Arabic, Spanish and Italian, in a constant effort to make them more accessible to all employees.

Extension and automation of the pre-contractual due diligence on third parties

During the fiscal year, the Group maintained its efforts on pre-contractual due diligence with respect to third parties. In 2022, a total of 744 World-Check verifications⁽¹⁾ were conducted. This number is significantly lower compared to previous years. The decision was made to rationalise the use of the World-Check and align with the recommendations of the French Anticorruption Agency, focusing due diligence checking efforts on high risk third parties. Continuous screening which was the previous applied to the entire scope of third parties at all times, was no longer considered necessary.

Indeed, third parties are classified into different categories based on their level of risk such as geopolitical, corruption, reputational, etc. They are now categorised and analysed according to their risk level. To maintain comprehensive control, annual due diligence processes

are conducted for the top 10 suppliers and top 10 clients, ensuring thorough assessments are performed.

In-depth investigation reports may be requested from consultants such as ADIT, a company specialising in both open and closed investigations. This due diligence process is integrated into the internal operational procedures, in particular those related to procurement and sales.

The indicators of activity and results are presented in paragraph 3.8.3.

Optimisation of the internal whistleblowing mechanism

During the financial year, a new service provider, SpeakUp (by PeopleInTouch) was chosen. The platform incorporates the requirements of Directive (EU) 2019/1937 concerning the protection of whistleblowers and its transposition into French Law (Waserman law). This mechanism promotes the collection of reports and ensures the safeguarding whistleblowers' protection and anonymity. It is available in multiple languages and is supported by whistleblower hotlines in the regions where Eutelsat operates.

The whistleblower hotline, outsourced to an independent specialised service provider, ensures the utmost confidentiality of notifications and is available 24/7 in all countries where the Group operates. Regular testing of the hotline is conducted by the Compliance team.

The Internal Rule has been updated to incorporate all these elements related to whistleblower protection.

An updated dedicated fact sheet has been created to facilitate access to the SpeakUp platform, which includes a QR Code for direct usage when necessary. This QR Code is directly linked to the reporting mechanism. The procedure is reviewed in each meeting of the Audit, Risk and Compliance Committee. Additionally, the Compliance department has developed a whistleblower kit for all managers who may need to handle whistleblower notifications received outside the official platform.

During the previous financial year, a total of 11 whistleblower reports were received, all through the official platform. Among these reports, three were redirected to the Sales Department as they pertained to client-related issues outside the scope of whistleblowing legislation.

The remaining eight cases triggered the establishment of a confidential internal analysis team, led by the Compliance department, to investigate and verify the relevant facts.

Training programme intensification

The training programme for combating corruption and influence peddling, known as the "Compliance Academy" is structured into three levels. The first level is designed for all current employees of the Group. The second level is conducted on an *ad hoc* and targeted basis, focusing on employees who are most exposed to corruption risks, to ensure their continuous knowledge maintenance and updates. The third level is specifically tailored for the Executive Committee. A dedicated training session for the Executive Committee was organised in May 2022. Attendance of all three levels of training are mandatory.

(1) Comparison with the previous year's figures is not meaningful as the methods used to identify the assessed third parties changed during the financial year.

Mandatory online training campaigns are conducted in annual cycles for all employees of the Group to ensure a consistent level of awareness and regular updates. In last phase of the 2021 campaign, conducted in partnership with Wolters Kluwer France, 135 out of the targeted 148 new recruits who joined in November 2021 were trained using an anti-corruption e-learning module, representing a completion rate of 96%. In 2022, the Compliance team developed new e-learning content in collaboration with HR to incorporate the 2023 training into the new Eutelsat in-house e-learning platform. The training was then launched in early 2023.

Special training sessions were conducted for employees who are particularly exposed to the risk of corruption including Area Managers, Regional Vice Presidents, and individuals in corporate roles such as Purchasing, Credit Management, Legal and Finance, totaling approximately 150 individuals. These on-site training sessions covered two main areas: international sanctions and situations involving risks, such as contracts with intermediaries, commercial agents, gifts, invitations and conflicts of interest).

On the occasion of International Anti-Corruption Day on 9 December 2022, the Compliance department organised a special event for the Group's employees called the "Eutelsat Compliance Days". This awareness-raising initiative spanned 3 days and was launched by Eva Berneke herself. As part of the campaign, the Compliance Team designed an online risk-hunting game, offering a special prize to the employees with the highest score (a donation to a charity of their choice). Other activities included podcast broadcasts, a best-practice guide, and various internal publications.

Each subsidiary participated in their own way, actively engaging with the game with the support and involvement of their respective Compliance representatives.

Internal Audit Department's actions

The Internal Audit department conducted several audits throughout the fiscal year to assess the effectiveness of the mechanism implemented to prevent and combat corruption and influence peddling. These reviews were aligned with the pillars of the French Sapin II Act. The evaluations included identifying the most significant intermediaries operating within the Group to evaluate their compliance with company policies, procedures and the Sapin II Act. Additionally, a level 3 was conducted on the control programme rolled out by the Internal Control department.

Responses to the questionnaire published by the French Anti-Corruption Agency (hereinafter "AFA")

To ensure full compliance with the Sapin II Act and the Guidelines, the Group maintains up-to-date responses to the AFA questionnaire. This questionnaire consists of 200 questions that pertain to the Company's anti-corruption mechanism.

3.2.2.2 Compliance regarding personal data protection

Throughout the year, the Group continued to implement its policy to ensure compliance with regulations on personal data protection, in particular Regulation (EU) 2016/679 dated 27 April 2016 ("GDPR") and French Act No. 78-17 dated 6 January 1978 as amended (referred to as the "*Loi Informatique et Libertés*").

At the organisational level, the function of Personal Data Protection Officer (DPO) coordinates an internal network of correspondents within the subsidiaries and operational divisions. The Chief Compliance Officer is the Group's contact person for Data Privacy matters.

The correspondents within the network have undergone specialised training sessions organised by the DPO. This network ensures that the correspondents are consistently informed about data protection matters, enabling the circulation of information so that personal data protection and cybersecurity issues can be addressed at an early stage of any project.

The Group has selected and is currently deploying a tool that facilitates the maintenance of the data processing register. This tool will enhance the Group's ability to manage and track data processing activities effectively.

Fact sheets, along with standard clauses tailored to the qualification of the parties, have also been developed and distributed to relevant internal stakeholders. These fact sheets provide guidance and instructions on personal data-related contractual matters. The Compliance Department assists the Legal Affairs and the Operational teams in addressing contractual issues related to personal data and provides support in the event of any data breaches.

The DPO has developed an internal policy on the protection of personal data, which has been posted on the Intranet. This policy serves to outline the Group's responsibilities and obligations under data protection regulations, fostering a culture of data protection compliance and governance within the Group. In addition, the Group has implemented cookie policies on its websites to provide transparency and information about the use of cookies to website visitors.

Procedures have been established to address personal data breaches, allowing the DPO and the Compliance department to document such cases and make the required notifications. In cases where necessary, the Chief Compliance Officer collaborates closely with the DPO and the Information Systems Security Officer. The Konnect Teams have undergone specialised training on the GDPR and handling data breaches, ensuring they have the knowledge and skills to appropriately manage and respond to any data breach incidents.

3.2.2.3 Cybersecurity respect and reinforcement

To respond to the ever-growing issues surrounding cybersecurity, the Group applies substantial measures in this area. Since 2019, Eutelsat has thus deployed an Information System Security Policy together with an action plan to maintain an optimal level of cybersecurity.

To this end, the Group has implemented the security measures recommended by the European Network and Information Security Agency (ENISA), which ensure the same high level of security for all the information systems used by operators of essential services. Furthermore, the personal data protection policy is made available to all employees over the intranet portal.

Additionally, to ensure the highest level of security practices and protections, all of the principal operational entities of the group have achieved and continue to successfully maintain ISO 27001 certification. The full list of ISO 27001 certifications is shown below.

Site	Scope	ISO 27001 Status
Iztapalapa & Hermosillo Teleports – Mexico	The information systems that support the processes of satellite and payload operations, communications monitoring, and ground station control systems.	Certified since July 2012
Rambouillet Teleport – France	The information security management system (ISMS) of Eutelsat S.A. applies to the provision of customer support for the use of satellite capacity, Rambouillet Teleport management, implementation and operations of managed services. Security of remote payload monitoring sites, points of presence and Teleports.	Certified since July 2013
Satellite Operations – Company HQ Paris – France	The information security management system (ISMS) of Eutelsat S.A. applies to satellite on-station control and operations (LEOP). Satellite ground control systems: Definition, development, procurement, deployment, operations and maintenance of the associated software, computer systems and networks and human resources. Security of all ground stations for Geostationary satellite operations.	Certified since November 2014
Cagliari Teleport – Italy	Design, implement, delivery and support of video and data connectivity services on behalf of Eutelsat Group. Management of the Cagliari teleport.	Certified since July 2017
Turin Teleport – Italy	Design, implement, delivery and support of video and data connectivity services on behalf of Eutelsat Group. Management of the Turin teleport.	Certified since July 2017
Canical Teleport – Madeira	Design, implementation, operation and maintenance of telecommunication equipment and infrastructure for satellite managed services.	Certified since November 2021

Awareness-raising and training

In 2022, 380 of the Group's employees followed a cybersecurity training programme, within the framework of the ISO 27001, making them aware of the procedures in place and giving them the tools required to protect their data.

3.2.3 Governance

In terms of governance, the Group Compliance Department has established and continues to coordinate an internal network of correspondents to facilitate the implementation of the compliance programme across all entities of the Group. These correspondents, who are primarily the Heads of Legal Affairs in certain entities, play a crucial role in implementing local compliance actions, monitoring their effectiveness, and reporting any identified weaknesses. To ensure effective communication and collaboration, quarterly meetings for the members of this internal network are organised, primarily using the Teams platform, allowing for regular updates, discussions and sharing of best practices.

Additionally, the Group Compliance Committee convenes every two months and is responsible for making decisions and rulings on all matters related to the prevention and detection of corruption and influence peddling within the Group. The Committee also addresses broader issues concerning ethical business practices.

Furthermore, compliance matters are regularly discussed during meetings of the Executive Committee. Additionally, the Executive Committee receives the minutes of all Compliance Committee meetings for informational purposes.

A Compliance update is included on the agenda for every meeting of the Audit, Risks and Compliance Committee, as well as every Board of Directors meeting that follows these Committee meetings.

In parallel, the Compliance Department established "OneTeam Compliance" at the end of 2021, an internal network consisting of operational Ambassadors who are dedicated to addressing compliance-related topics. The objective of this network is to enhance the Group's compliance culture and facilitate the effective dissemination of internal procedures throughout the organisation. These meetings held within this network provide a platform for in-depth discussions and knowledge sharing. As new members join the network, it is continuously reinforced, ensuring a growing and diverse representation of employees engaged in promoting and fostering a strong compliance structure within the Group.

3.2.4 Consumer health and safety measures

Consumers access Eutelsat services through their Internet service providers or content providers. Currently, there are no specific measures in place related to the health or safety of end-users as part of Eutelsat's service provision.

3.2.5 Tax compliance

Pursuant to Articles L. 225-102-1 and L. 22 10 36 of the French Commercial Code, and in accordance with its principles of integrity and ethics, the Eutelsat Group is committed to combating fraud and tax evasion.

In this context, the Eutelsat Group pays taxes in the countries in which it operates in accordance with the laws of each of these countries.

Eutelsat tax strategy is aligned with the Group commercial strategy and operational activity. In this respect, the tax department assists operational teams by providing tax advice and determining the appropriate tax treatment that best meets the business needs.

The Group tax department reports directly to the Chief Financial Officer, who is a member of the Group Executive Committee. This

dedicated tax team is in place for the Group activities and regularly calls upon third parties for specific issues, particularly in relation to specialised areas of tax law or when the Group is undertaking activities in a new jurisdiction.

The Group follows the recommendations issued by the Organisation for Economic Co-operation and Development (OECD) aiming at combating tax base evasion and profit shifting, and in particular its recommendations on transfer pricing.

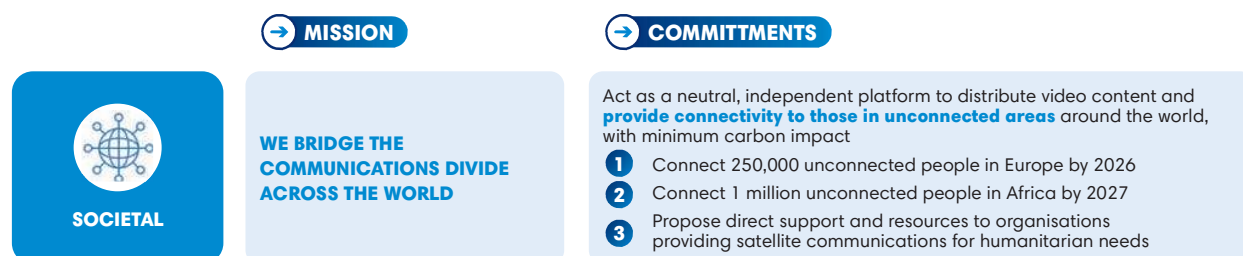
The Eutelsat Group maintains open and constructive relations with the various administrative authorities, legislative bodies and jurisdictions responsible for conducting tax audits and litigation, and, as the case may be, for legislative developments.

3.3 Societal information

3.3.1 Driving societal impact

Throughout the fiscal year, the Group conducted an extensive evaluation of its societal policy, aiming to establish essential commitments to bridge the communications divide that exists worldwide.

► Key societal commitments



3.3.2 Eutelsat's endeavour to bridge the digital divide

In our continuous commitment to Corporate Social Responsibility, we recognise the significance of addressing the disparities in access to Information and Communication Technologies (ICTs) on a global scale. As part of our CSR mission, we are dedicated to pursuing extensive efforts to overcome the "digital divide" that hinders individuals and communities from benefiting from the opportunities presented by broadband access and satellite television broadcasting.

Satellite technology is particularly suited to the expectations and requirements of public authorities as it is capable of delivering high-quality and cost-effective Internet connectivity, with a quicker roll-out than other options, while avoiding the geographical constraints associated with mountainous areas.

This is particularly relevant in rural areas, where broadband coverage remains challenging. According to the European Commission's most recent Digital Economy and Society Index (DESI) Report, a significant percentage of households in Europe still lack access to fixed network infrastructure, especially in rural zones where the figures are even higher.

In Europe, it is estimated that 2% to 3% of homes will remain without high-speed broadband access for an extended period. The digital divide is even more pronounced on the African continent, where the deployment of terrestrial networks lags behind, and the proportion of the rural population is significantly higher.

In recent years, a new generation of high-throughput geostationary satellites has however emerged, with satellites that are more powerful and, above all, much more flexible than the previous generation. Eutelsat is again positioned as a global leader in this segment.

EUTELSAT KONNECT, a next-generation satellite has been operational since mid-November 2020 and provides coverage of Western Europe and a large part of Sub-Saharan Africa. With this latest generation satellite, Eutelsat's capacity has considerably increased, enabling it to offer high speed broadband everywhere, with consumer package at a price close to a terrestrial Internet subscription, starting from 30€/month in European countries or from 1\$/1 GB in Sub-Saharan African countries with hotspot Konnect Wi-Fi solutions. These consumer offers are marketed through distributor partners or retailers selling hotspot Konnect Wi-Fi solutions.

3.3.2.1 Connecting the unconnected for African communities

The entry into service of EUTELSAT KONNECT VHTS in 2023 will allow the entirety of the EUTELSAT KONNECT satellite's broadband resources to be allocated to coverage of the African continent, to meet the ever-increasing needs of all users in terms of bitrates and data consumption. The fixed high speed broadband services provided by EUTELSAT KONNECT VHTS will be comparable to fibre-delivered services in Europe, North Africa and the Middle-East region, with speeds reaching up to 200 Mbps.

Currently, the EUTELSAT KONNECT satellite offers broadband coverage to some 40 countries in Sub-Saharan Africa, including those with the largest populations such as the Democratic Republic of the Congo, Nigeria and South Africa. Thus, since the end of 2020, the EUTELSAT KONNECT satellite has made it possible to offer broadband services to several hundred thousand households in almost all the countries covered.

In Africa, public authorities are also beginning the crucial dialogue around digital inclusion and are calling on Eutelsat's connectivity services to ensure service continuity and equality for everyone across this vast continent.

In June 2022, Eutelsat joined the International Telecommunication Union (ITU) Partner2Connect Digital Coalition. The coalition is a multistakeholder platform mobilising resources, partnerships, and commitments to foster meaningful connectivity and digital transformation in the hardest-to-connect communities. Within this framework, Eutelsat pledged to connect 1 million underserved people in Sub-Saharan Africa by 2027. Half a year into the pledge, Eutelsat has reached the 200,000-user mark for its Konnect Wi-Fi hotspots, a significant milestone acknowledged by the 2022 Partner2Connect annual report⁽¹⁾.

Operating in Africa, Konnect is Eutelsat's satellite broadband initiative, powered by the new-generation EUTELSAT KONNECT satellite. Delivering instant broadband Internet access to rural areas beyond reach of terrestrial networks across the continent. With speeds and bandwidths on a par with those of fibre or 4G (from 5 to 100 megabits per second), and at ultra-competitive prices, individuals, businesses, schools, and medical centres can seize the power of innovative satellite technology. Konnect is changing the way people live, learn, work and do business, in the remotest areas, empowering entire communities on the continent.

In the Democratic Republic of the Congo, Konnect Africa has expanded broadband access to over 800 rural communities that were previously devoid of Internet connectivity. Additionally, Konnect Africa has extended its services to 150 communities in Côte d'Ivoire. Furthermore, during the health crisis caused by the coronavirus pandemic, Konnect Africa offered free broadband access to the coordinating bodies involved in the response to the crisis in South Africa, Nigeria and the Democratic Republic of the Congo. This enabled medical teams across the country to effectively coordinate their efforts by sharing information in real time, helping to combat the spread of the virus. In South Africa, over a six-month period, Eutelsat provided free access to eight healthcare facilities not served by terrestrial networks in the Mpumalanga province. With the help of the

pharmaceutical firm Aspen Pharmacare, the operation has been expanded to a total of 13 healthcare facilities, for one year.

More broadly, in many rural areas, satellite technology facilitates teleconsultation, allowing health centres in remote areas to hook up with university hospitals through satellite broadband connections. In Zimbabwe, more than 600 eHealth centres have been connected to EUTELSAT KONNECT satellite.

Satellite technology plays a critical role in facilitating teleconsultation, allowing health centres in remote rural areas to connect with university hospitals through satellite broadband connections. This technology has particularly been instrumental in Zimbabwe, where over 600 eHealth centres have been successfully linked to the EUTELSAT KONNECT satellite.

Aside from the education and health sectors, the services offered by Konnect Africa are key in many other fields of interest to public authorities, including security and defence, remote administrative services, land use planning and business creation, not to mention public initiatives to promote local agriculture. The satellite solution is thus recognised as making a vital contribution to the achievement of the United Nations Sustainable Development Goals: zero hunger, combatting poverty, gender equality, good health and wellbeing, quality education, development of infrastructure, economic growth, sustainable cities, etc.

In April 2023, Eutelsat partnered with POULSAT to provide schools in North Africa with high-speed Internet connectivity enabled by Eutelsat ADVANCE, an innovative satellite network-as-a-service solution. POULSAT's digital classroom project, supported by The World Bank Group, will connect over a hundred schools in the next three years. The collaboration makes distance learning and education possible for children living in underserved regions, empowering entire communities in the Sahel region, and beyond.

In November 2022, the Group inked a deal with Tizeti, West Africa's pioneer solar-based Internet service provider and a leading provider of community connectivity solutions to jointly improve broadband penetration in Nigeria, especially in underserved locations. Despite 44.5 percent broadband penetration, covered largely by Mobile Network Operators, reliable Internet connectivity is still limited to a few states. The partnership between Tizeti and Eutelsat will provide a complementary solution that leverages satellite broadband infrastructure and Tizeti's community Wi-Fi management platform to deliver a fast and affordable public Wi-Fi hotspot service, especially in remote areas that are difficult to reach by terrestrial broadband infrastructure, helping to bridge Nigeria's digital divide and improve digital transformation for more Nigerians.

In September 2022, Eutelsat and Liquid Intelligent Technologies signed a multi-year, multibeam agreement for capacity on the EUTELSAT KONNECT satellite to address the connectivity needs of Small and Medium Enterprises (SME) and Small Office/Home Office (SOHO) customers in Uganda, South Sudan and the Eastern regions of the Democratic Republic of the Congo. Under the agreement, Liquid will leverage capacity on the EUTELSAT KONNECT satellite to increase its portfolio with affordable Internet services in territories underserved by terrestrial networks. This agreement testifies to the strong appeal of EUTELSAT KONNECT satellite in Sub-Saharan Africa and its pertinence in supporting telecom operators in bridging the digital divide.

(1) <https://www.itu.int/itu-d/reports/partner2connect-annual-report-2022/wp-content/uploads/sites/9/2022/12/P2C-Annual-Report-2022.pdf>

For many countries in Africa, there is still a huge digital divide. This boundary between connected and unconnected translates into clear consequences for employment, education, family and social life, and access to information. Partnerships such as these play a significant role in addressing the digital infrastructure deficits in emerging economies, leveraging innovative technology and capabilities, to improve development outcomes for millions of people.

3.3.2.2 Promoting digital inclusivity within the European Union.

The launch of the EUTELSAT KONNECT VHTS (Very High Throughput) satellite at the end of 2022 will see Eutelsat take a further step towards closing the digital divide in Europe. In April 2018, Eutelsat reaffirmed its commitment to bridging the digital divide by placing an order with Thales Alenia Space for EUTELSAT KONNECT VHTS, a next generation satellite equipped with hundreds of beams and a Ka-band capacity of 500 Gbps. This new satellite will be mainly dedicated to fixed high-speed consumer broadband and in-flight connectivity and will provide coverage of Extended Europe from a geographical perspective, from the Canary Islands to Turkey and up to Iceland, as well as the southern part of the Mediterranean Basin.

Within the European Union, the transposition of the new Electronic Communications Code requires the Member States to put in place a universal high-speed broadband service. To achieve this objective on an exhaustive basis (guaranteeing the universality of access) and within a reasonable timeframe, satellites thus appear to be a key tool for operators subject to these new requirements, as a complement to their fixed or mobile terrestrial networks.

The Spanish government's UNICO-Rural Demand programme has entrusted Hispasat with the task providing affordable connectivity to all rural and remote areas throughout Spain. This will be made possible through the use of the EUTELSAT KONNECT satellite. The service will be priced at 35 euros per month, which includes both the router and antenna required to establish a connection between the satellite and the subscribing household.

Lastly, other large European countries plan to introduce equipment subsidy schemes to enable the populations in white zones to access high speed broadband by satellite, in the United Kingdom in particular.

3.3.2.3 Satellite solutions for rural France

In France, as part of the "Plan France Très Haut Débit" (France high-speed broadband plan), the government launched a scheme called "Cohésion numérique des territoires" in March 2019. This is an on-demand service available to all households and small businesses in France whose fixed broadband connection speeds do not reach 8 Mbps. Since 2019, grants of up to 150 euros have been available to finance part of the satellite equipment, installation, or commissioning. This scheme was improved in February 2022 by increasing the grants from 150 to 300 euros per household or business, and even up to 600 euros subject to conditions of resources (beneficiaries of minimum welfare support). This scheme is now renewed each year by the "National Agency for Territorial Cohesion" (ANCT). It concerns 16 labeled operators and more than 200 offers throughout the territory. *Régions* or *départements* have set up additional aid to cover the cost of installation. This is the case of the Auvergne-Rhône-Alpes and Provence-Alpes-Côte D'Azur regions or the Manche department. Today France has around 50,000 connectivity-by-satellite users.

3.3.2.4 Expanding digital access in the Americas

In the Americas, Eutelsat Americas provides capacity for various social connectivity programmes, notably in Mexico and Colombia, and is one of the leaders in the satellite sector for this type of programme. The latter are designed to connect rural communities and give them access to a broad range of services (schools, hospitals, libraries, etc.).

In Mexico, Eutelsat actively participates in the "Internet para Todos" (Internet for All) project alongside three major Mexican Internet Service Providers (ISPs). As part of this collaboration, the Group is providing capacity via its EUTELSAT 65 WEST A satellite for the deployment of Internet in rural Mexican schools through the installation of Internet access points. The "Internet para Todos" programme, developed by CFE Telecommunications with the support of the Mexican government, aims to accelerate the provision of Internet services to the entire Mexican population.

3.3.3 Eutelsat's commitment to inclusive broadcasting

Eutelsat promotes access to free-to-air television for all households in France and around the world.

As of 31 December 2022, the Group was broadcasting 6,800 TV channels including 2,480 free-to-air channels, accessible without subscription on its satellites (i.e., close to 30% of all channels broadcast as of that date), to an audience of over one billion viewers, mainly in Europe, Russia, the Middle-East and Africa.

In France, the EUTELSAT 5 WEST B satellite launched in October 2019 enables its subsidiary FRANSAT's platform to distribute 26 free DTT channels (along with the 25 regional France 3 channels in HD, local and thematic channels, radio stations, and connected TV services) on a subscription-free basis. It is designed for households with little or no terrestrial reception in particular. Around two million households are equipped for individual or collective reception of the FRANSAT package.

FRANSAT is also a preferred conduit for local channels to broadcast to a wider audience across 100% of mainland France. For local authorities, small community cable networks in DTT black spots and isolated terrestrial broadcasters, FRANSAT provides "FRANSAT PRO", a satellite-delivered free-of-charge community DTT solution.

The FRANSAT service is regularly enhanced to improve the televisual experience for viewers: HD, Ultra HD, the "FRANSAT Connect" portal that allows viewers to browse the programme line-up and interactive services available in connected mode.

The FRANSAT platform is at the forefront in terms of Ultra HD broadcasting, with the FRANSAT Ultra HD channel which regularly broadcasts major sporting or cultural events such as the French Open at Roland-Garros or the FIFA World Cup in partnership with major broadcasters.

Within the past few years, Eutelsat's HOTBIRD video neighbourhood has become a benchmark orbital position for more than 160 million households in Europe, the Middle-East and North Africa, providing them with access to a rich line-up around 1,900 channels broadcast

in some 30 languages. The 13° East orbital position also offers the opportunity for populations living outside their country of origin to preserve a cultural link with the latter by receiving their national channels.

3.3.4 Eutelsat's commitment to humanitarian programmes

During 2022 Eutelsat has increased by 19,859€ (6%) its level of financial donations and patronages.

Societal information (calendar year unless otherwise stated)	2022 Value	2021 Value	Units	GRI ref.	Scope
Patronage and donations ⁽¹⁾	342,634	322,775	euros	201-2	Group

(1) Total donations between the 1 January and 31 December (material + financial).

Eutelsat is one of the original signatories of the UN Crisis Connectivity Charter, integrated with the work of the World Food Programme (WFP). This Charter, which was signed in late 2015 by GVF (Global VSAT Forum), GSOA (Global Satellite Operators' Association) and multiple satellite operators with the support of the Emergency Telecommunications Cluster (ETC) under aegis of the World Food Programme and the UN Office for the Coordination of Humanitarian Affairs, aims to provide governments and NGOs with immediate (within 24 hours) and resilient connectivity in the event of a major humanitarian crisis on four continents. It defines the framework for coordinating and working between stakeholders to optimise the arrangements and response times to telecommunications needs in emergencies.

The main commitments of the Charter include:

- pre-planned, scalable satellite-based solutions that can be deployed within 24 hours of a disaster and can be adapted to the specific nature of each operation;
- satellite equipment pre-positioned in Dubai at the UN Humanitarian Response Depot (UNHRD) for deployment within 24 hours to disaster areas;
- pre-allocated bandwidth, to allow priority access to Internet traffic for humanitarian relief purposes.

All assistance under the UN Crisis Connectivity Charter is provided free of charge.

Technical training sessions for humanitarian staff, in addition to crisis response simulations, have regularly been held since the signing of the Charter by Eutelsat and other satellite operators and integrators.

The Crisis Connectivity Charter became operational in spring 2018, with the signing of a contribution agreement between the United Nations World Food Programme (WFP) and Eutelsat, including around 40 ground reception kits, and pre-allocated bandwidth on four satellites within the Group's fleet.

On 13 December 2022, Eutelsat announced the inking of a multi-year sponsorship deal with the NGO Télécoms Sans Frontières that follows on from a previous long-term partnership agreement between the two companies initiated in 2007. The assistance provided by Eutelsat under this partnership allows this international NGO to fit out a community or crisis unit with broadband connectivity within a few hours to send data, video or voice communications. As a sponsor, the Group is helping the NGO to strengthen its capacity in order to rise the communications challenges associated with emergency aid.

In February 2022, in the wake of the Batsirai cyclone that hit Madagascar, Eutelsat provided satellite equipment and in-orbit resources on its EUTELSAT KONNECT satellite in support of the World Food Programme's disaster relief coordination efforts.

Eutelsat is also a member of the Emergency Telecommunications Cluster (ETC). ETC is a global network of organisations that work together to provide shared communications services in humanitarian emergencies. Within the framework of its participation in this network, Eutelsat has donated two devices for training to the Gear Up scenario in Germany, for all the members of the Emergency Telecommunications Cluster. Eutelsat has supplied training, applications and telephone assistance to all the members of the network. In 2020, Eutelsat also represented the satellite industry within the Emergency Telecommunications Cluster.

3.3.5 Impact on regional development and employment

Among the Group's sites, it is the teleports that participate most directly and actively in local economic activity owing to their implantation in peri-urban or rural areas.

The Paris-Rambouillet teleport in France offers some benefits to the local community in terms of employment and regional development, making it the second largest economic contributor in the Eure-et-Loir department. The Company thus uses local service providers for some of its activity and upkeep, namely:

- local firms for the upkeep and maintenance of the grounds surrounding the teleport, small repairs, restoration;
- a regional company for antenna installation;

- most technical products required for the proper functioning of the teleport are purchased from a local company in Rambouillet;
- local farmers by making land around the Paris-Rambouillet teleport available for organic farming.

Similarly, the Group's teleports in Mexico have a positive impact on local communities in that they promote local suppliers. Local businesses are called upon for gardening, maintenance, servicing or office supplies. In addition, support for the local community is provided through a number of activities including reforestation and grants to local NGOs and other organisations. The proportion of local suppliers is estimated at 75%.

At the Paris-Rambouillet teleport, in order to reduce the impact of increased traffic in the region due to its business, the Company manages a shuttle-bus service between the teleport and Rambouillet town centre. Carpooling is also encouraged.

In a spirit of openness and with a view to promoting knowledge of the satellite industry, the Paris-Rambouillet teleport regularly receives visitors on site including schools, local elected representatives, local authorities, and media.

In Madeira, company presentations at local schools are frequently organised and the teleport teams regularly receive visits from students in partnership with their schools.

In June 2021, Eutelsat signed a charter in favour of young people living in Issy-les-Moulineaux, involving a commitment alongside the Issy-les-Moulineaux municipality to employing young people.

3.3.6 Technology partnerships that help protect civilian populations

Eutelsat has signed technology partnerships with players from the space and the Internet of Things sectors to help develop innovative satellite resources to protect civilian populations and endangered species. As regards civilian protection, the EUTELSAT 9B satellite, operational since November 2016, hosts EDRS-A, the first payload of the European data relay system rolled out by the European Space Agency (ESA) and Airbus Defence and Space. EDRS-A has opened a space data highway, accelerating data flows between low-orbit satellites and their ground stations. The data flow system uses an on-board laser communication terminal, an inter-satellite link in Ka-band, and a Ka-band antenna, which transmits data from geostationary orbit to the EDRS ground stations. The response time required to conduct a wide range of operations such as monitoring natural disasters, emergency operations and coastal and maritime patrol operations has been significantly improved.

3.3.6.1 Eutelsat mandated by EUSPA to develop EGNOS GEO-4

Eutelsat has signed a contract with the European Union Space Programme Agency (EUSPA) covering 15 years of service provision for the development, integration and operation of its next-generation EGNOS GEO-4 service on the future Eutelsat HOTBIRD 13G satellite. Since February 2020, Eutelsat has been operating the payload on board its EUTELSAT 5 WEST B satellite.

EGNOS is the European Geostationary Navigation Overlay Service that acts as an augmentation service to global positioning systems, to improve the reliability of positioning information. It is essential for maritime, rail and aviation transport systems. EGNOS also increases the positioning accuracy for other land-based applications, notably precision farming, geomatics, and civil engineering.

The Group's international presence and the unique footprint of its worldwide fleet of satellites provide many opportunities to engage in a wide range of development and solidarity initiatives. This societal commitment can take different forms: vis-à-vis its external stakeholders, examples include the Group's participation in research and development programmes that use satellite technology to

protect citizens, support humanitarian relief initiatives and digital development, promote science and technology in schools, as well as support the non-governmental organisation EUTELSAT IGO.

3.3.6.2 Donation of a Communication Support Vehicle to the Paris Fire Brigade

In the form of a donation, Eutelsat has equipped a Communication Support Vehicle (CSV) with the latest in connectivity infrastructure using next generation satellite networks.

In emergency situations, public networks and ground-based communications infrastructure are rapidly congested, unavailable and in some cases inadequate. Yet, when it comes to managing emergency relief, communication between front-line responders can play a decisive role. In this respect, the use of a CAV connected via a satellite broadband link is an effective solution, as it provides satellite connectivity between the field and the command units for the transmission of radio, voice and Internet communications.

The satellite-based CSV operates independently of any terrestrial infrastructure and public networks that can be damaged in a crisis situation (congestion, breakdown, voluntary outage, etc.). It is therefore the optimum solution to the congestion of other public networks. Satellite connectivity provides a reliable and resilient connection between the command centre, front-line responders, the local population and possibly the media.

Fitted with state-of-the-art technology, the CSV now uses the Ka-band on EUTELSAT KONNECT, a powerful, next-generation HTS (High Throughput Satellite) satellite. The increased throughput enables the CAV to host very high-capacity applications, support more simultaneous calls, file transfers, streaming and teleconferencing, and provide connectivity to the private 4G tactical bubble.

With the upcoming entry into service of the EUTELSAT KONNECT VHTS satellite, the communication capabilities of the CSV will be significantly enhanced thanks to high-speed broadband.

3.4 Environmental information

3.4.1 Global environmental policy

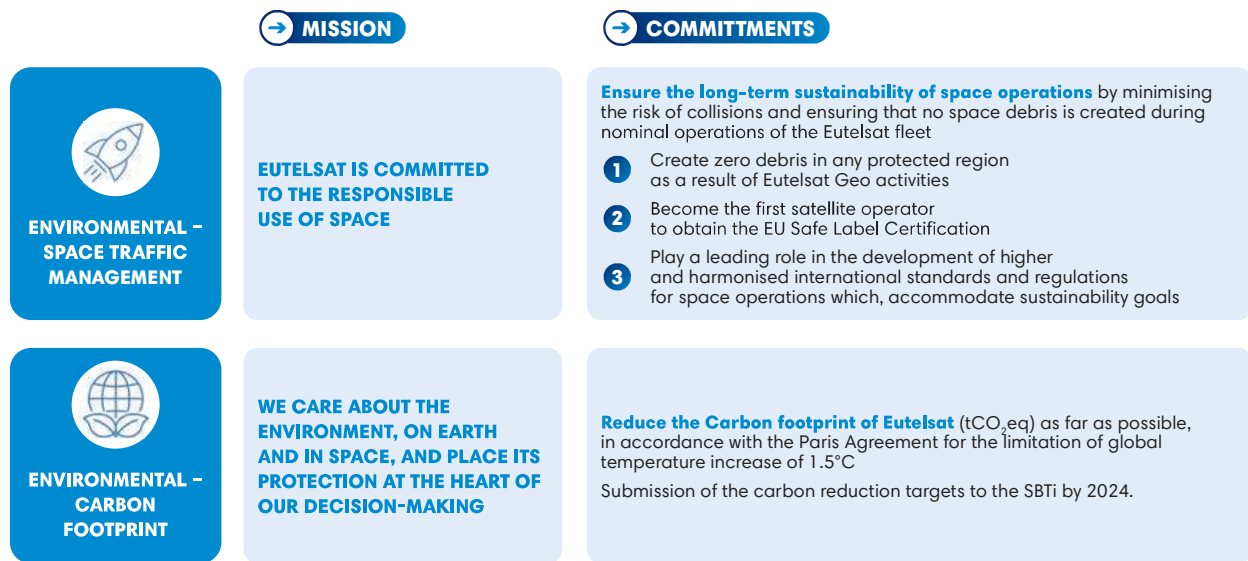
The Group's environmental policy is structured around two areas:

- **Space Traffic Management:** Ensure the long-term sustainability of space operations by minimising the risk of collisions and ensuring that no space debris is created during nominal operations of the Eutelsat fleet;
- **Reducing our carbon footprint:** Reduce the carbon footprint of Eutelsat (tCO₂eq) consistent with the Paris Agreement for the limitation of global temperature increase of 1.5°C.

► Key environmental commitments

During the fiscal year, Eutelsat undertook a more detailed assessment of the environmental policy to define key commitments to drive and guide the Group's activities.

The carbon reduction commitments, which are targeted on a delivery horizon of 2030 and designed to be in compliance with the requirements of the Paris Agreement, shall be submitted for SBTi approval during the coming year.



3.4.2 Space Traffic Management

3.4.2.1 Space debris management policy

Eutelsat's fleet of telecommunications satellites operates in geostationary orbit 35,786 kilometres (22,236 miles) above the Earth along the Equator, far beyond the Earth's atmosphere. The satellites remain at this distance from Earth for their entire operational life. When they reach end-of-life, approximately 15 to 20 years after entering service, they are re-positioned in a graveyard orbit, approximately 300 kilometres beyond geostationary orbit using the on-board propellant specifically allocated for this operation. This ensures the satellites will not re-enter into the GEO protected region (GEO +/-200 km). The satellites never return to Earth, nor do they re-enter the Earth's atmosphere.

Throughout their operational lives (including decommissioning), the satellites will be operated in compliance with the French Space Operations Act (*Loi sur les opérations spatiales*) and the international regulations.

Since the early 2000s, Eutelsat has addressed the issue of space debris by implementing a policy of responsible management of such debris, combining its operational experience with recommendations from the international community.

Since 8 July 2005, Eutelsat has been certified for satellite control and operations (ISO 9001 standard).

In 2005, Eutelsat also established a Space Debris Mitigation Plan covering station-keeping manoeuvres, satellite repositioning in geostationary orbit, colocation strategies, anomaly remedial measurements, inclined orbit operations strategies and end-of-life operations.

This Plan is aligned with the international (issued by the Inter-Agency Space Debris Coordination Committee and the Committee on the Peaceful Uses of Outer Space) and European guidelines (European Code of Conduct for Space Debris Mitigation), and with the criteria defined by the French Space Operations Act. Furthermore, Eutelsat's Space Debris Mitigation Plan sets out the requirements aimed at improving end-of-life and passivation operations, as well as minimising collision risks during operations. These requirements are more stringent than those contained in the regulations applicable to the Company and the Plan is updated on a regular basis to incorporate the new standards.

To date, thanks to the internal policies it applies, Eutelsat has re-orbited and passivated 24 satellites that have reached end-of-life, with a 96% success rate, clearly outperforming the industry. All 24 satellites have been re-orbited in compliance with international guidelines and the French Space Operations Act since its coming into force, i.e., in such a way as to prevent them from re-entering the protected zone (+/-200 km from geostationary orbit) in the long term (over 100 years). Lastly, Eutelsat has repositioned 114 satellites in geostationary orbit. All these operations were successfully conducted in compliance with the regulations governing collision risks and space debris generation. To mitigate collision risk, Eutelsat moves its satellites out of the geostationary corridor (+/-40 km above geostationary orbit) during the repositioning phase and assesses collision risks with the help of USSTRATCOM data, the EU SST (Space Surveillance and Tracking) anti-collision service and information contained in the Space Data Association database.

The space debris management policy implemented by Eutelsat for many years makes the Company a responsible global satellite operator maintaining high standards and making constant efforts to protect the Earth's orbital environment and the sustainability of space operations.

3.4.2.2 Partnering with responsible satellite manufacturing

Eutelsat is currently procuring satellites from two of the world's major satellite manufacturers: Airbus Defence and Space SAS (Airbus Group) and Thales Alenia Space (Thales & Leonardo Group). Each of these manufacturers has adopted policies to minimise their environmental impact and promote sustainable development and comply with international regulations on space debris. As EU manufacturers they are also subject to the EU REACH regulations to secure the production and use of chemical substances.

Airbus Defence and Space continuously considers the environment at all stages of its operations, striving to minimise its industrial footprint and aiming to develop eco-efficient products throughout its lifecycle. In 2021 Airbus scored A- for its climate change disclosure and reports on environmental issues using the Global Reporting Initiative standards. Airbus has set and implemented ambitious environmental reduction goals for 2030 against a 2015 baseline through its high5+ plan. This includes reduction targets for energy consumption, CO₂ emissions, water consumption, volatile organic compound emissions and waste production. In 2022, Airbus has committed to a new 2030 ambition to reduce its industrial emissions (Scope 1 and 2), from 43% to 63% by 2030 to be in line with the UN's goal of limiting global warming to 1.5° C.

Thales Alenia Space (TAS) is part of the Thales Group, which has had, since 2007, an environmental protection policy seeking to reduce energy consumption, CO₂ emissions, waste production and increase recycling. TAS has ISO 14001 Environmental certification for both its sites and products and its main energy consuming sites are certified ISO 50001 for Energy Management. In 2021 TAS implemented solar power generation in various production sites, LED lighting in cleanrooms and modernised office heating/cooling systems. Its ground products are being modified to reduce their CO₂ emissions and it has started Life Cycle Assessments on its new space missions. TAS is also actively involved in initiatives to address sustainable development in the space industry.

3.4.2.3 Our launch service providers

As a satellite operator, Eutelsat does not itself launch satellites, but uses launch service providers such as Arianespace and SpaceX who have launched Eutelsat's most recent spacecraft.

Arianespace seeks to promote a sustainable vision of space and pursues its efforts to protect the environment at its launch site in Kourou, French Guiana. The launch facility's environmental management and energy management systems are respectively, ISO 14001 and ISO 50001 certified. In 2022 at the Paris Peace Forum, Arianespace reaffirmed its commitment to the Net Zero Space charter, to reduce space debris by 2030 and to foster more sustainable use of space for humanity. In May 2023, Arianespace contracted with European startup ClearSpace to launch the first active removal mission that will capture and deorbit space debris. ArianeGroup, Arianespace's main shareholder and supplier, is also engaged in addressing the issue of space debris including designing the upper stage of Ariane 6 to allow de-orbitation and taking part in ESA's working groups on the sustainability of space operations.

SpaceX launches geostationary satellites using a Falcon 9 rocket from the Cape Canaveral Air Force base in the United States. A study of the environmental impact of the operations conducted from this launch facility has shown that the launch of the Falcon 9 rocket using kerosene/liquid oxygen had no material environmental impact. In addition, the environmental impact study conducted by the U.S. Federal Aviation Authority, in respect of the new launch facility currently in the process of being developed by SpaceX in Texas, shows that the CO₂ emissions generated by the launch of a Falcon 9 rocket will be limited to 387 tons.

3.4.2.4 Compliance with the French Space Operations Act

The French Space Operations Act, published in the *Official Journal* on 4 June 2008, was the direct result of France's international obligations in respect of the different United Nations treaties⁽¹⁾. Its entry into force on 10 December 2010 validated Eutelsat's responsible approach to fleet management.

The Act underscores the need for a responsible approach to fleet management and establishes a regulatory framework within which Eutelsat operates in collaboration with the French Ministry of Higher Education, Research and Innovation and the CNES (*Centre National d'Etudes Spatiales*) to meet its obligations regarding in-orbit control of space objects.

The technical authorisations and licenses delivered by the Minister responsible for Space under this Act are managed by the CNES. Eutelsat cooperates with the CNES at every stage of a satellite's life. Before a satellite is authorised, the CNES reviews the technical documentation with Eutelsat. After obtaining clearance, Eutelsat invites the CNES to its technical reviews in order for the CNES to verify the correct application of the technical regulations. Finally, Eutelsat informs the CNES of any incidents occurring on a satellite and/or any change in orbital position.

(1) In particular, the 1967 Treaty on Principles Governing the Activities of States in the Exploration and Use of Outer Space, including the Moon and Other Celestial Bodies.

As part of discussions with the CNES with a view to obtaining authorisations, Eutelsat specifies its strategies for depleting the resources of a satellite in a way that limits any increase in space debris, or for permanently deactivating all means of generating power on board the satellite. Eutelsat also demonstrates that it has sufficient resources to conduct re-orbiting operations and provides a probability calculation for their successful completion. Finally, Eutelsat provides the CNES with a study of the dangers posed to populations, the environment and public health, in particular the dangers associated with the generation of space debris (in the event of a collision with another space object, for example), as well as a plan to address the risks of accidental collisions.

From the outset, the best practices adopted by Eutelsat have enabled the Company to comply with the requirements of the French space legislation and the Group continues to be a responsible operator, committed to the avoidance of space debris.

Currently, the LOS and its implementing texts are undergoing a review to further improve and complete the existing legal framework relating to space operations. As such, since 1 January 2023, the opinion of the Minister for Armed Forces will be collected by the Minister responsible for Space before ruling on authorisation requests. Additionally, discussions and consultations aimed at achieving a more comprehensive revision of the applicable legal and regulatory framework have been initiated. This process, which involves the various players in the space sector (Ministry of Space, Ministry of Research, CNES, operators, manufacturers, etc.), seeks to provide a better understanding of the issues related to civil and commercial operations of interest to the Group, and Eutelsat S.A. is actively participating in this process. The review addresses important topics to tackle new challenges such as constellations, in-orbit services, and mission extensions.

3.4.2.5 Sharing Eutelsat's policy and practices

The proliferation of space debris has become a major issue for space operators and, with this in mind, Eutelsat is committed to pursuing the implementation of its responsible fleet management policy in close cooperation with satellite manufacturers and launchers.

In 2011, Eutelsat became an Executive Member of the Space Data Association (SDA). Bringing together satellite fleet operators, the SDA is tasked with assessing the risks of potential close approaches on the geostationary orbit and the Low Earth Orbit and sharing information with a view to mitigating RF interference.

Eutelsat is also involved in many events and workshops organised throughout Europe on space debris management. More specifically, the Group plays an active part in two key events organised by the

CNES on a regular basis: the Workshop on End-of-Life Operations (biannual) and the annual Working Panel on outer space debris. It also monitors the work of ESA and other relevant international institutions.

In 2013, Eutelsat also presented its internal policy and provided feedback on the French Space Operations Act at a workshop hosted by the "Long-term Sustainability of Outer Space Activities" working group of the UNCOPUOS Scientific and Technical Subcommittee. In addition, Eutelsat has regularly reported on its experience following the implementation of the French legislation during consultation sessions hosted by the CNES in 2013, 2017 and 2018.

Eutelsat also works closely with an array of stakeholders on issues surrounding sustainability and preservation of the space environment. As an experienced and responsible satellite operator, Eutelsat is notably planning to join the working group on Space Traffic Management (STM) within the European Cooperation for Space Standardization (ECSS), the only forum in Europe where such matters are addressed from a technical perspective.

On the Paris Peace Forum, Eutelsat was one of the founding members of the Net Zero Space initiative, supported by several leading players in the space industry. The aim of this multi-player international coalition is to enable the creation of a sustainable space environment by 2030, by taking concrete actions to limit and reduce the generation of debris orbiting the Earth. The Net Zero Space initiative enables Eutelsat to reaffirm its long-standing commitments in favour of a safe and uncongested space. The management of the satellite fleet, the prevention of space congestion and the reduction of the environmental footprint over the entire satellite life cycle thus constitute the main pillars of Eutelsat's environmental policy.

On 21 November 2022, Eutelsat also signed a "Statement for a Responsible Space Sector" committing to the long-term sustainability of space activities and paving the way for socially and environmentally responsible management of all activities within the space sector, for the purpose of fighting against climate change and preserving life and resources for future generations.

More recently, Eutelsat also became a full member of the Global Satellite Operators Association (GSOA). Alongside the other members of the association, Eutelsat intends to play an active role in defining the satellite telecommunications ecosystem of the future, including by promoting the responsible use of space.

Supported by more than 40 years' experience at the service of telecommunications, Eutelsat sees the integration of the environmental aspects linked to space as a key element in the success of its operations and of its long-term strategy. Environmental protection and the maintenance of a clean and uncongested space is also an integral part of the four major principles that underlie the Company's corporate social responsibility policy.

3.4.3 Reducing our carbon footprint

3.4.3.1 Carbon footprint

The Group assesses the significant items of greenhouse gas emissions over a broader scope, in compliance with Article 173 of France's Energy Transition Act (*Loi de transition énergétique*) and according to the rules of ADEME's carbon audit.

Carbon Emissions (calendar year unless otherwise stated)		2022 Value	2021 Value	Unit	GRI ref.
Scope 1	Diesel consumption (Fuel buildings)	39	75	tCO ₂ eq	305-1
	Petrol consumption (Fuel vehicles)	81	60	tCO ₂ eq	305-1
	Greenhouse gas emitted by liquid refrigerants	287	370	tCO ₂ eq	305-1
Scope 2	Electrical consumption	5,813	6,128	tCO ₂ eq	305-2
	Consumption of renewable energies	11	2	tCO ₂ eq	305-2
TOTAL SCOPE 1 & 2		6,230	6,634	TCO₂EQ	305-1,2
Scope 3	Buildings ⁽¹⁾	920	696	tCO ₂ eq	305-3
	Waste ⁽²⁾	39	45	tCO ₂ eq	305-3
	Electronic and IT equipment	579	1,585	tCO ₂ eq	305-3
	Use of FRANSAT products sold ⁽³⁾	185	99	tCO ₂ eq	305-3
	Employee commuting (business travel) ⁽⁴⁾	745	331	tCO ₂ eq	305-3
	Accommodation and meals (business travel)	1	0	tCO ₂ eq	305-3
	Water consumption	3	2	tCO ₂ eq	305-3
	Telecommunication packages	180		tCO ₂ eq	305-3
	Eutelsat geostationary satellite fleet ⁽⁵⁾	81,200	85,643	tCO ₂ eq	305-3
	Capacity leased on 3 rd party satellites ⁽⁶⁾	11,183	11,183	tCO ₂ eq	305-3
TOTAL SCOPE 3		95,033	99,584	TCO₂EQ	305-3
TOTAL SCOPE 1, 2 & 3		101,263	106,219	TCO₂EQ	305-1,2,3

(1) All the buildings at our sites are amortised for their entire life cycle.

(2) All the waste generated.

(3) FRANSAT products are only sold in France.

(4) All rail and air travel by the Group's employees.

(5) All the satellites in our fleet are amortised over their entire design life cycle.

(6) The carbon impact of the satellites we lease as a proportion of the capacity leased by Eutelsat.

The overall carbon emissions of Eutelsat reduced by 4,956 tCO₂eq (4.7%) in 2022 compared to 2021 with the carbon emission of Scope 1 & 2 reducing by 404 tCO₂eq (6.1%).

Four principal factors contributed to these reductions:

- ▶ increase in electricity produced from solar panel systems, owned and operated at the company's teleports (see Section 3.4.3.3);
- ▶ decrease in the carbon factors applied to the electricity procured in France, Italy and Madeira. The carbon factors used by Eutelsat for the calculation of the carbon impact of electricity usage are taken from the ADEME reference;
- ▶ reduction in the number of on-premises IT equipment, PCs, screens and servers;
- ▶ reduction in the impact of the geostationary satellite fleet driven by the continued policy of extending the operational life of the satellites beyond the satellite design life (generally 15 years).

In addition, Eutelsat continues its active participation in industry working groups to gain a broader vision of the impact of the satellite

sector activities and to determine actions to be put in place to drive further reductions in the carbon impact.

It should also be noted that the carbon footprint for 2021 has been corrected to take into account the following:

- ▶ Scope 3 Buildings – Carbon footprint 2021 increased to include m² not previously declared due to error.
- ▶ Scope 3 Waste – Carbon footprint 2021 increased to account for generate waste not previously declared due to error.
- ▶ Scope 3 Use of Fransat Products – Carbon Footprint 2021 decreased to reflect updated figures on consumption of units and cards in 2021.
- ▶ Scope 3 Accommodation and Meals – Carbon Footprint 2021 decreased due to error in previously declaring KGeq figure as Teq.
- ▶ Scope 3 Eutelsat and 3rd party capacity fleet – Carbon footprint 2021 increased to reflect change of approach in calculation. Life Cycle Carbon impact of the satellites now subdivided over the design life of the satellite rather than across the total potential active life.

3.4.3.2 ISO 14001 certification

The Group is mobilised around applying a responsible approach to reducing the environmental impact of its terrestrial operations. To this end, a programme has been followed for each of the principal operational sites to work towards achieving ISO 14001 certification.

During calendar year 2022, this certification has been successfully achieved for the Turin teleport and the current status and scope of the certification programme is shown in the table below.

Site	Scope	ISO14001 Status
Canical teleport – Madeira (Site 100% owned and operated by Eutelsat Group)	Design, implementation, operation and maintenance of telecommunication equipment and infrastructure for satellite managed services.	Certified since October 2017
Cagliari teleport – Italy (Site 100% owned and operated by Eutelsat Group)	Design, implementation, delivery and support of Video and data connectivity services on behalf of Eutelsat Group. Management of the Cagliari teleport (site 100% owned and operated by Eutelsat Group)	Certified since September 2021
Turin teleport – Italy (Site 100% owned and operated by Eutelsat Group)	Design, implementation, delivery and support of video and data connectivity services on behalf of the Eutelsat Group. Management of the Turin teleport (site 100% owned and operated by Eutelsat Group)	Certified since July 2022
Paris-Rambouillet teleport – France (Site 100% owned and operated by Eutelsat Group)	<ul style="list-style-type: none"> ► Procurement, operation and maintenance of RF Facilities for the ground operation of the spacecraft and the monitoring and provision of satellite commercial services. ► Implementation and operation of satellite commercial services. ► Provision of customer support for the use of satellite capacity and satellite commercial services. ► Management of the company warehouse. 	Certification in progress
Iztapalapa teleport – Mexico (Site 100% owned and operated by Eutelsat Group)	Satellite engineering and operation, satellite access and monitoring and technical support to the user.	Under review
Hermosillo teleport – Mexico (Site 100% owned and operated by Eutelsat Group)	Satellite engineering and operation, satellite access and monitoring and technical support to the user.	Under review
Company HQ Issy-les-Moulineaux – France (Site leased by Eutelsat Group)	Provision of office space for the use of centralised engineering, operations, sales and associated support functions of Eutelsat Group.	Under review

3.4.3.3 Electricity consumption

Much of the Group's electrical consumption is the result of cooling and heating operations for the teleports used for establishing two-way connectivity between the Earth and its fleet of satellites. At the teleports, approximately 60% of all electrical consumption is needed to power electronic equipment, particularly the high-power amplifiers attached to the antenna and used to transmit signals from the ground to the satellite.

The remaining 40% of electricity is consumed in the management of the technical environment. During the summer months, electronic equipment must remain at constant temperatures, so an air conditioning system is used. During the winter months, when cold weather is forecast, antennas used to uplink signals to satellites must be heated to ensure proper functioning.

The overall electrical consumption of Eutelsat increased by 940,661 KWh (3.9%) in 2022 compare to 2021.

	2022	2021
TOTAL ELECTRICAL CONSUMPTION (KWH)	24,970,363	24,029,702

This increase was largely driven by the increased volume of activities at the company teleport in Cagliari, Italy. New antennas and associated system were installed to support new customer services or to act as gateways for the companies new VHTS connectivity satellites.

Overall, the Group is focused on two key actions to reduce the carbon impact of electrical consumption:

- increase the capacity to generate green energy from solar panels installed at the teleports;
- actions to optimise electrical consumption (e.g., replacement of obsolete or inefficient equipment, move to LED lighting, decommissioning of unused equipment, etc.).

Generating Green Energy

The electricity generated from solar panel systems, owned, and operated at Eutelsat teleports increased by 203,920 KWh (+436%) in 2022 compared to 2021.

	2022	2021
TOTAL ELECTRICITY GENERATED FROM SOLAR PANELS (KWH)	250,687	46,767

This increase was driven by a new solar panel installation coming online at the Cagliari teleport in Sardinia. Additional solar panel systems will start delivering electricity during 2023 at both Eutelsat teleports in Italy, Cagliari and Turin, with systems under detailed assessment for the sites in Mexico.

Overall, the Eutelsat strategy continues to prioritise green energy installations in Italy and Mexico, countries with the highest carbon impact of procured electricity, where the biggest carbon reduction benefits can be achieved.

However, further systems are still under active assessment for the Group's teleports in France (Rambouillet) and on the island of Madeira (Caniçal), where a first small system has been in place since 2016 delivering approx. 30,000 KWh/year.

Optimising electrical consumption

Across the Eutelsat sites, efforts are continuing to find ways to lower the consumption of electricity, often to offset increases required to support new business activities.

In general, these efforts focus on improving the management of the site's energy usage, replacing old or inefficient equipment, moving to newer, more efficient technologies, removing equipment which are no longer used.

A summary of some of the actions already undertaken or under implementation are listed below.

At the Paris-Rambouillet teleport in France:

- ▶ intensive use of de-icing with anticipation of weather conditions and gradual implementation of a system for supplying fresh air from outside the buildings (free cooling);
- ▶ a pilot passive de-icing system for antennas measuring up to 3.8 meters has been installed on more than 20 antennas, avoiding the consumption of energy (electricity or other) for heating the antennas in winter;
- ▶ switch of all lighting to LED.

At the Turin teleport in Italy:

- ▶ implementation of new uninterrupted power supplies;
- ▶ implementation of an energy management system;
- ▶ a new air conditioning system incorporating free cooling has been installed to reduce electricity consumption;
- ▶ implementation of new racks with cold corridor cooling system to reduce overall energy consumption.

At the Cagliari teleport in Italy:

- ▶ a new air conditioning system using much less energy is being modified.

At the Caniçal teleport in Madeira,

- ▶ preventive maintenance is carried out on the systems to avoid over-consumption of electricity;
- ▶ the lighting system has also been replaced with a more-energy-efficient LED system.

At the Iztapalapa and Hermosillo teleports in Mexico:

- ▶ priority use of natural lighting, low-energy light bulbs, motion sensors to control lighting in all common areas;
- ▶ the site has upgraded its air-conditioning system and replaced the glass roof structure of the main building with thermal insulating panels.

For the offices located at Eutelsat's Paris headquarters,

- ▶ "green committees" bringing together suppliers, the owner of the premises and the maintenance service provider are organised to identify measures to save electricity consumption, such as the use of a BMS (Building Management System) or the installation of low-energy light bulbs;
- ▶ an employee "sustainability" committee has been established to focus on improvements including those of lower electrical utilisation.

Across all entities of the company regular awareness-raising initiatives are regularly carried out among employees.

3.4.3.4 Waste prevention and management

The Group is committed to observing best practices in the management of waste generated in its offices. Since 2010 in Mexico and 2015 in Paris, Eutelsat has pursued a rigorous programme to reduce paper consumption and recycle waste in its offices. The programme includes replacing printers with multifunction copiers with badges and reducing the number of photocopiers to lower paper consumption and using FSC or EU/Ecolabel certified paper. Employees are encouraged by display signs to avoid printing documents unless absolutely necessary.

The Group has implemented several waste management's measures:

- ▶ sorting of waste: paper, cardboard, glass, ordinary industrial waste (OIW) using dedicated collection bins;
- ▶ installation of waste bins for paper collection in offices and locations frequently used by employees (photocopiers);
- ▶ daily removal of waste;
- ▶ confidential document destruction by shredding truck;
- ▶ recycling of paper, cans, PET (plastic bottles) via Paprec/La Corbeille Bleue;
- ▶ WEEE (electrical and electronic waste) is minimised by our efforts to extend the life of electronic equipments and where possible to repair or use refurbished equipment;
- ▶ WEEE (electrical and electronic waste) from discarded electrical or IT equipment is either donated to associations for those in operation or disposed of by authorised companies.

The Group's international subsidiaries have also implemented consumption reduction procedures and the sorting of waste for recycling. One hundred per cent of electrical and electronic waste is recycled by external service providers at all the Group's sites. Most of the obsolete IT equipment is also given to external service providers who are responsible for its recycling.

For the management of hazardous materials, specific secure storage areas have been installed at the site of Rambouillet. These storage areas ensure that the materials are kept separately in containers where the optimum environmental conditions can be maintained.

For disposal, all hazardous material are separated from other forms of waste, and stored in specific separate containers before being removed for destruction. Specialised companies are employed to handle the removal of hazardous waste, and documentary evidence is kept to record the quantity and method of destruction.

3.4.3.5 Water consumption

The sites which consume the most water are the headquarters (Issy-les-Moulineaux, France) and the teleports. The office's air conditioning systems in Issy-les-Moulineaux account for the highest consumption of water, with peak levels during the summer. The water supply system at the Paris-Rambouillet teleport was refurbished in 2018, with a separate supply for teleport operations and fire-fighting networks. A monthly measurement is carried out for each network to ensure the precise monitoring of consumption.

At the Caniçal teleport in Madeira, rainwater is stored for irrigation and a rain sensor is used to avoid wastage. Water consumption is measured on a monthly basis and a report drawn up on any potential leaks. A rain detection system has been installed to ensure a maximum reduction in water usage.

For Eutelsat Americas, the water consumption shown corresponds to that of the Iztapalapa and Hermosillo teleports; consumption at the headquarters is not monitored. Consumption is kept to a minimum, with no watering of green spaces in Iztapalapa and very little watering in Hermosillo (located in the desert), where the local government applies restrictions on the use of water. Similarly, the water from air conditioners is used to irrigate green areas. The Group is maintaining its efforts to cover all areas and use the minimum consumption of water without affecting the plants.

3.4.3.6 Protection of biodiversity

Eutelsat understands the importance of biodiversity and its key role in mitigating the impacts of climate change. In France, Eutelsat owns 96 hectares of land, located just outside Paris on which the Paris-Rambouillet teleport is situated. This is the largest area of land owned by the Eutelsat Group worldwide, with approximately 85 hectares used for organic agricultural purposes.

This process was successfully completed in 2021 when the lease farmer obtained Organic Agriculture certification delivered by the Departmental Directorate of Territories (DDT) and recognised by the French and European authorities.

At the Caniçal teleport on the island of Madeira, two specific measures have been implemented to promote biodiversity and minimise pollution. Firstly, there is an emphasis on maintaining natural, green environments in all outdoor spaces, typically featuring gardens with ample provision of bushes and trees. Secondly the wastewater generated from the annual antenna cleaning, necessary for lubrication and salt removal, is carefully contained to prevent soil pollution. It is collected by a licensed entity to ensure proper management.

Eutelsat Madeira has been awarded first place for its outstanding environmental performance in 2022 by the Government of Madeira, recognising its commitment to environmental sustainability and promoting pollution-reduction practices.

3.4.4 European green taxonomy

Pursuant to the European Regulation 2020/852 of 18 June 2020 on the establishment of a framework to facilitate sustainable investment in the European Union, and its appendices, as well as the Commission Delegated Regulation of 6 July 2021, businesses that are required to provide a Non-Financial Performance Statement have an obligation to publish key performance indicators such as the share of their turnover, their capital expenditure (CAPEX) and their operating expenditure (OPEX) from services associated with those economic activities that can be considered sustainable under the Regulation and for this year, under two climate change related objectives: climate change mitigation and climate change adaptation.

The European Commission's approach is evolutionary. It is the industries responsible for the highest greenhouse gas emissions that were the first to be targeted by regulations. Accordingly, the telecommunications sector's activities are not included in the scope of the European green taxonomy under the Commission's delegated regulation. Therefore, Eutelsat's activities are not eligible for the European green taxonomy regulation.

However, the evaluation of the eligibility of each sector is likely to undergo changes as a result of the Commission's work and Eutelsat will carefully follow regulatory evolutions.

3.5 Social information

3.5.1 Empowering social commitment

During the fiscal year, the Group focused on strengthening the continuous improvement process of its social commitment, particularly regarding the areas of diversity and employee engagement.

► Key social commitments



3.5.2 Employment

3.5.2.1 Workforce

The Group's headcount decreased slightly: 1,125 employees on 31 December 2022 (vs. 1,163 in 2021).

Within the Group, there were more than 150 new hires. This recruitment was in anticipation of forthcoming retirement departures and to support the transformation of the Group.

Eutelsat S.A. prepares an annual social audit report summarising the key data in a single document. This provides a high-level overview of the Company's performance in this area. The social audit report is prepared with reference to the calendar year.

Breakdowns of the workforce by gender, age and geographical area can be found in the social indicator tables in Section 3.8.1.

	Units	2022	2021
Total workforce	Persons	1,125	1,163
Men	Persons	760	769
Women	Persons	365	394

3.5.2.2 Vocational integration of young adults

Eutelsat recognises the importance of involving young adults in the workforce. As a result, the company continued to recruit individuals through its internship and work/study programme in 2022. During the year, Eutelsat hired over 20 interns and recruited 31 individuals under the age of 25 on temporary or permanent employment contracts. Additionally, 35 students participated in work/study assignments within the company. To facilitate learning and skills developments, all the students in the work-study programme or an internship receive close guidance from their managers, who are trained for this purpose.

3.5.2.3 Compensation

Employee compensation comprises a fixed salary, a possible bonus and an LTIP ("Long Term Incentive Plan").

The performance criteria used to calculate bonuses are correlated with the performance of the Group or its departments and have been harmonised across the Group and its subsidiaries.

The LTIP is designed to incorporate both quantitative financial and CSR criteria, highlighting the increasing significance of sustainable development. The plan comprises three key factors: performance rating by extra financial agencies, reduction in carbon footprint, and the representation of women in top management positions.

Eutelsat S.A.

A corporate savings plan (PEE) was established within Eutelsat S.A. in July 2000: the plan distributes significant sums on top of compensation as part of an incentive and profit-sharing plan.

Employees who so wish, may save up to 5,000 euros per year in the corporate savings plan (PEE). Eutelsat tops this up with an employer contribution of up to 2,170 euros.

3.5.3 Quality of life at work

As a state-of-the-art technology company operating in a global market, Eutelsat is dedicated to fostering an international corporate culture that brings employees together through shared practices and values. The company aims to attract and retain talent while ensuring favourable working conditions. The HR management policy prioritises the inclusion and advancement of women within the company as well as redefining the perception of disability.

The Group is highly culturally diverse, with employees from 47 countries across five continents at end of 2022. Three nationalities are represented on the Board of Directors. As of 31 December 2022, 49.3% of the Group's total workforce (i.e. 570 of the total 1,181 employees) was located outside France.

In order to enhance cohesion and uphold its international identity, the Group is implementing a policy centered around the following key aspects:

- ▶ quality of life at work and employee engagement are assessed annually through survey such as the Great Place to Work and Denison Culture surveys. Action logs and workshops are organised to address areas for improvement;
- ▶ in-house seminars, webinars, and other events are organised to encourage collaboration among employees both in France and internationally;
- ▶ the Group promotes employee mobility across its subsidiaries, facilitating opportunities for individuals to work in different locations within the company.

3.5.3.1 Quality of life at work and employee commitment

At Eutelsat S.A., a new action plan was implemented in 2022, which led to the signing of a collective agreement with the Union in December 2022 to promote gender equality and improve quality of life at work. This agreement is effective for the years 2023 and 2024. It encompasses various aspects of quality of life at work, including work-life balance and the right to disconnect. These initiatives align with the publication of a digital tools' usage charter in 2017. Additionally, the agreement is reinforced by the provisions regarding the right to disconnect outlined in the supplementary clause of the remote working agreement signed in the summer of 2020.

In 2022, numerous after work events were organised for the entire staff in France. Additionally, a special event called "One Team 4 Success" was held for the entire Group to celebrate the successful launches of four new satellites.

These initiatives exemplify the spirit of unity, solidarity, and mutual support within the working community and align closely with Eutelsat's values, particularly those of respect and team spirit.

To enhance the support offered to employees in their careers, discussions began at the end of 2019 on how to assist family caregivers. These discussions have been initiated and was expected that they would bear fruit in 2022. Similarly, in Italy, discussions took place in 2020 and 2021, to establish a comparable system that promotes solidarity and reflects the Group's values.

As part of the ongoing efforts to address psychosocial risks, Eutelsat S.A. has implemented an external hotline called the Stimulus service. This hotline is staffed by certified clinical psychologists who are available to provide support to Eutelsat S.A. employees. The hotline is also accessible to the family members of employees, ensuring a comprehensive support system.

The Company's values, a driver of employee engagement

The Ethical Charter, which was published in 2018 highlights the mission, key values, and commitments of Eutelsat S.A. to its clients, partners and employees. At the end 2022, the company's values underwent a review and simplification process through workshops involving more than 100 employees. To ensure the integration of these values into internal actions and operations, a dedicated online training course was developed at the Group level, making it easier for all employees, including new hires, to understand and adopt them in a user-friendly format. Additionally, an internal multi-channel communication campaign was conducted, featuring employee testimonials through video and a practical handbook, further reinforcing the values within the organisation.

The Group continues its ONE Talk initiative, which aims to communicate the Group's strategy and actions taken by its key divisions to all employees. External contributors are also invited to certain sessions to provide insights on strategic business topics. During the financial year, eight sessions were conducted, with an average of 250 employees participating in each event.

To ensure regular communication and foster dialogue with employees, webinars hosted by the Group's Chief Executive Officer are organised on a bi-monthly basis.

Employee engagement and satisfaction are regularly assessed through biannual Great Place to Work surveys, with a participation rate of 86% recorded in the last survey. Following each survey, an action plan is updated at both Group and department levels.

3.5.3.2 Talent identification, development, and retention

Since 2020, a new "Talent Review" process has been implemented for high-potential executives, spanning across two financial years. This process is facilitated by the Group's Human Resources Information System and encompasses all countries and teams. It's a "bottom-up" approach, allowing interaction at the team/department level and subsequently at the Group Executive Committee level.

The objectives of this process are as follows:

- identify, develop, and retain a talent pool consisting of high potentials and "key experts";
- contribute to the Group's succession planning efforts;
- conduct SWOT analyses of organisations and formulate actions plans to address skill management (such as training, recruitment, and partnerships) and optimise organisational structures and business processes.

At the end of 2022, the talent review exercise was conducted for the company's top management, and a new review will be initiated at the company level at the end of the fiscal year 2023.

Other initiatives benefiting all employees have been developed over the years, including a long-term employee loyalty plan for approximately 30 Group employees.

Additionally, Eutelsat has expanded its presence on social media platforms to foster stronger connections with employees and engage a broader audience interested in its business.

3.5.3.3 Work organisation

3.5.3.3.1 Collaborative innovation

The Eutelsat Insider, the Group's intranet portal has established itself as a key information and collaborative tool for employees, with an average of 320 visitors per day. Through a single-entry point, this portal provides employees with access to standardised business tools, practical information, and documents. This year, the changes in digital usage have led to further development of the portal's ergonomics and functionalities. Additionally, more space has been allocated to editorial content addressing employee's daily lives. The Intranet's portal was launched in 2019 and underwent modernisation

in 2021, reinforcing the visibility of the new premises and highlighting new recruits, promotions, and internal mobility.

In 2021, The One Lab space was also launched, facilitating collaborative and creative work sessions to foster innovations. This space allows for exchanges with key innovation players.

3.5.3.3.2 Working time arrangements

Eutelsat complies with the rules on working time arrangements set forth by the International Labour Organisation (ILO). Moreover, the Group's management ensures that all subsidiaries, both in France and abroad, comply with local labour laws, including those relating to working time.

At Group level, the statutory 40-hour week applies to 98.5% of the Group's employees. In France, where 51.7% of the Group's employees are based, the management applies the statutory 35-hour week for non-managerial staff. The vast majority of employees hold management positions and benefit from an average package of 212 working days per year, allowing for more flexibility in the way they organise their schedules. Employees benefit from six weeks of paid leave. Managers also enjoy 13 days of RTT (Reduction of Working Time).

Several working time agreements have been signed with employee representatives, including the Working Time Account agreement of 2018 and the remote working agreement, signed in 2018 and which was the subject of a supplementary clause in 2020.

The subsidiaries have a policy of paid leave that complies with the labour laws and regulations in the countries in which Eutelsat operates. Some offer additional leave provisions and benefits.

Well beyond the technical aspects, remote working (see Section 3.5.4.2) is an integral part of the corporate plan to foster a culture of performance and accountability amongst team members. Employees are able to contribute to new ways of sharing work between the office and home. It was with these principles in mind that a supplementary clause to the remote working agreement was signed with the social partners in France in July 2020, to adapt to the current issues concerning work organisation. Furthermore, this remote working agreement has borne fruit by facilitating, at the end of various lockdowns during 2021 linked to the public health crisis, a progressive return to the office for all employees.

3.5.4 Labour relations

The Group's management strives to maintain a productive social dialogue for the well-being of its employees worldwide and, most importantly, to ensuring continuous adherence to local practices in the countries where it operates. The Group's HR department aims to harmonise practices and schemes across countries with the goal of strengthening the "One Team" spirit, a core value reaffirmed within the Group.

3.5.4.1 Organisation of the social dialogue

For Eutelsat, social dialogue and maintaining a positive social climate are very important, as demonstrated by the ongoing dialogue between the social partners.

At its main subsidiary Eutelsat S.A., the Group fully respects freedom of association and promotes social dialogue through collective bargaining. Following the rulings in September 2017, Eutelsat's social partners agreed to extend the existing mandates for another year. A work's committee (French CSE) was set up following the election of employee representatives in November 2018. In 2019 and 2020, the Company showed its ability to develop social dialogue with these new bodies and to implement their new role, which was notably the subject of an agreement in 2018.

Eutelsat S.A. has implemented an agreement on trade union rights governing, in particular, relations between the social partners. During 2021, meetings with the union representatives were aimed at revisiting and modernising this agreement. The Company Intranet, where company-level agreements are accessible, is also a communications tool on these matters. In addition, meetings are organised around the annual and half-year results to recap on the highlights for the period and present the results to Group employees.

When preparing new organisational projects, the Unions or the Work council are informed or consulted in respect of the law of the country in which the new organisation will be implemented. These principles exist for Italy, Mexico and France.

In addition, and by way of example, during 2021, an "HR Portal" was rolled out to centralise and inject a new dynamism into all the useful information for employees (articles, job mobility opportunities, new recruits, fact sheets). The teams responsible for the project were aware of the comments made by the elected representatives and organised a workshop to work together on improving this communication tool.

Eutelsat S.A. was also invited by the elected representatives to join forces on the implementation of a platform on which to post press articles and give access to various training modules: "Tout Apprendre". The Company contributed to this initiative and participated financially in its deployment alongside the elected representatives.

A co-construction initiative has been established with all stakeholders, notably via joint working groups on key issues. The measures linked to the return to the office within the framework of the Covid-19 pandemic were thus co-constructed with the employee representatives, the players demonstrating a real maturity in social dialogue and health/safety matters.

Beyond being a channel for communications and dialogue, the Intranet portal available to the whole Group represents a means of changing working practices against the background of the digitalisation of the Company. Lastly, access to MyHRPlanet for all employees dating back many years enables the Group to count on a reliable tool which is familiar to employees. It improves the transparency of most of the HR processes, like the inputting of targets, performance and the granting of bonuses. It also offers every employee the opportunity to express their needs in terms of training or their wish for internal transfers. Available from the Group's intranet portal, this is a powerful tool in support of integration and social dialogue, while enabling employees to monitor and manage their careers.

3.5.4.2 Collective agreements

This section primarily pertains to Eutelsat S.A., whose collective agreements are available for viewing on the Company's Intranet. Eutelsat S.A. constitutes 50% of the Group's workforce and the agreements signed within this company apply to all employees.

Eutelsat S.A.'s social partners emphasise corporate social responsibility:

- "mid-career" interviews are held annually with employees who wish to conduct an audit of their experience and skills and support their mobility aspirations;
- in 2018, two agreements on (i) working time accounts (CET) and (ii) remote working were signed and have been rolled out within Eutelsat S.A. since 2019. Similar remote working arrangements have also been implemented in various subsidiaries, e.g., in Italy;
- in 2019, the social partners signed an agreement governing the gifting of time off between employees, defining the arrangements and rules of application both for Eutelsat and for the employees who are giving and receiving. This agreement reflects the spirit of unity and solidarity in support of employees facing family emergencies;
- in 2020, a new collective agreement was signed with the Unions to address and adapt to remote working.

Regarding professional gender equality, a review of the recommended measures is conducted annually and presented to the employee representatives.

3.5.5 Health, safety, and well-being in the workplace

With the exception of the teleports, the Group's activities are carried out in office buildings. As a result, most employees are not exposed to any specific health and safety risks.

3.5.5.1 Health and safety conditions

In France, the Comprehensive Risk Assessment Document (DUERP) is an annual listing of risks and is updated by the Safety department at the Issy-les-Moulineaux sites and the Paris-Rambouillet teleport. This document includes a specific procedure for addressing work-related stress risks and is available on the Company's Intranet. It underwent significant revision in 2022, and all necessary measures were taken to mitigate the identified risks.

The Comprehensive Risk Assessment document is an integral component of Eutelsat's risk prevention policy. Eutelsat identifies and registers risks and collaborates closely with employee representatives to mitigate the criticality of priority 1, 2 and 3 risks.

During organisational changes, particular attention is given to health and safety, with a focus on engaging the Unions or the Work council. If required the Risk Assessment Document is updated to reflect any changes.

Further details regarding the actions taken in various areas related to employee health and safety can be found below.

Health

Eutelsat S.A. (France) has established a guaranteed health and retirement programme for all its employees, particularly through health and life insurance schemes in addition to supplementary retirement benefits. Eutelsat S.A. offers employees over 50 years old a complementary full medical check-up every three years. A medical centre specialising in prevention carries out health checks intended to avoid serious ailments caused by occupational illnesses by means of high-end medical services. It also offers lifestyle advice designed to minimise the negative impacts associated with factors such as inappropriate diet, sleep problems and stress. A special programme is in place for controllers.

All office furniture is ergonomic. In France, if necessary, occupational medicine can suggest some adjustments to workstation. Requests for adjustments can be made directly by employees, their managers, or Human Resources.

At Eutelsat headquarters, two audits were conducted in 2022 to assess the noise in open spaces. The results were favourable, well below the limit. Additionally, air quality testing was carried out. The positive outcomes of these two audits were presented to the staff representative body.

Travel

There is a special process for foreign travel, with graded levels of approval depending on the country risk assessment, and membership of a foreign support team. Employees receive general training on travel risks with additional training as required for specific country risks.

3.5.5.2 Electromagnetic waves

The subject of exposure to electromagnetic waves is also part of the environmental risks. The World Health Organisation (WHO) has commented on this issue as follows:

"WHO, through the International EMF Project, has established a programme to monitor the EMF scientific literature, to evaluate the health effects from exposure to EMF in the range from 0 to 300 GHz, to provide advice about possible EMF hazards and to identify suitable mitigation measures. Following extensive international reviews, the International EMF Project has promoted research to fill gaps in knowledge. In response, national governments and research institutes have funded over 250 million U.S. dollars on EMF research over the past ten years.

While no health effects are expected from exposure to RF fields from base stations and wireless networks, research is still being promoted by WHO to determine whether there are any health consequences from the higher RF exposures from mobile phones⁽¹⁾."

(1) <https://www.who.int/topics/electromagnetic-fields/fr/> - https://www.who.int/health-topics/electromagnetic-fields#tab_1

To protect Eutelsat teleports employees in France from potential undesirable exposure to electromagnetic waves, the Company takes the various precautions listed below:

Tests and access to facilities

- Periodic tests measuring radiation and its impact are carried out at the Paris-Rambouillet teleports. The most recent tests were completed in 2019.
- All antennas at the Paris-Rambouillet teleports are tested in accordance with ESVA (Earth Station Verification and Assistance) to ensure the quality of the facility and detect any incidences of radiation exceeding the acceptable norms. As a standard part of every ESVA activity, antenna radiation patterns are measured. This allows for corrective actions to be taken in response to any installation shortcomings (such as excess surface mechanical tolerance, etc.). A radiation pattern is used to determine the maximum permissible EIRP (Equivalent Isotropic Radiated Power) spectral density, which may not be exceeded by any transmission originating from the station being tested. Eutelsat establishes standards to ensure compliance with national and international (i.e. ITU) radio frequency regulations.
- Access to installations with potential high-risk exposure, such as a limited number of ground-level antennas, is strictly controlled through the use of fences or ground signage. Employees who need to work within the perimeter are required to carry a dosimeter.
- In France, a DUERP (Document d'évaluation des risques) is prepared annually. It identifies the risks faced by the company and outline actions to reduce or eliminate them. When employees work near the antennas, they are required to wear an electromagnetic wave detector. Access to antenna fields is prohibited without this detector, which measures the level of electromagnetic waves and provides percentage indications. Additionally, an inspection office is commissioned to assess radiation density in passage areas at least once every 5 years. A report is generated and provided to the company.
- The Italian law concerning health and safety in the workplace is defined by Law 81/2008 and subsequent updates.

Risks' analysis is conducted through the DVR (*Documento di Valutazione del Rischio*), which is the risk assessment document.

Among the various risks' assessments, instrumental measurements are used to evaluate workers' exposure to electromagnetic fields, ensuring compliance with the requirements of Law 81/2008, and the protection of the general population, including medical device users. These evaluations are periodically repeated or conducted when there are modification of the sources.

The results of the risk assessment are shared with the company doctor who determines the health eligibility based on the exposure of risks.

Based on the results of the risk assessment, several safeguard measures have been implemented including physical barriers (fences/demarcations) to restrict access to the antenna area, identification of authorised personnel for access, procedures for accessing and maintaining the antenna area, deactivation of equipment during malfunctioning or maintenance, and training and information provided to employees about existing procedures.

A tender procedure is established for external contractors to exchange information about the assessed risks by both parties. A dedicated document called DUVRI (*Documento Unico di Valutazione dei Rischi da Interferenza*) defines the risks that may arise during activities on the company premises.

The teleports in Turin, due to its proximity to civilian houses, is continuously monitored by the local public authority Arpa Piemonte (regional agency for environmental protection) to ensure emissions from antennas comply with the allowed limits. Non-active antennas are visually identified. Additionally, both the Turin and Cagliari branches are required to inform the local public authority about any modifications or new installations.

The DVR for all Italian entities is regularly updated. The most recent version for Skylogic was updated on 11 January 2023, and for Skylogic Mediterraneo, it was updated on 2 February 2023.

Awareness-raising and training

- All employees working on antennas are informed of the potential exposure risks.
- Training of new recruits at several sites;
- Training of Local Safety Teams at several sites;
- Fire drills at several sites.

The other teleports in Italy, Mexico and Portugal have implemented similar procedures.

3.5.5.3 Employee representation on health and safety matters

In France, the employee representative body responsible for health, safety and working conditions is the SSCT Committee, an integral part of the CSE. It is the Company's main point of contact for such matters. The SSCT Committee meets various times during the year and at least once a quarter. Its powers and role are set out in the agreement on the transformation of social dialogue – Agreement on the functioning of the Social and Economic Committee, signed in 2018.

In Italy, in-house union representatives, known as RLS (*"rappresentante dei lavoratori per la sicurezza"*) are responsible for issues relating to employee safety. An employee is also responsible for the safety of installations and for the mandatory health and safety training of all employees. This employee is called the *"Preposto alla sicurezza"*. Lastly, the HR team arranges regular medical check-ups for employees.

Within the Group, 83.77% of the staff are employees of entities benefiting from an employee representative body. This is the case in France, Italy, Mexico, Russia and Jordan.

3.5.5.4 Accidents at work and occupational illnesses

In 2022, 6 occupational accidents were recorded throughout the Group, all of which in France, representing a total of 98 days of absence following three of these accidents.

	Units	2022	2021
Frequency rate	Number	1.01	1.44
Gravity rate	Number	0.05	0.06
Absenteeism rate ⁽¹⁾	%	3.52	2.9

(1) 98.3% of the Group's consolidated scope.

3.5.6 Training and career management

3.5.6.1 Skills enhancement

To maintain competitiveness, the Group provides employees training programmes that enhance their effectiveness in daily work or equip them with new skills to stay up to date with developments in the Group's businesses. Eutelsat S.A. made significant investments in employee training in 2022, covering a wide range of disciplines and themes that reflect the challenges faced by the Group.

The training sessions focused on the following areas:

- ▶ developing managerial coaching skills to foster changer (over 100 managers trained in France and Europe);
- ▶ project management (ITIL) and technical knowledge;
- ▶ diversity and inclusion;
- ▶ language proficiency, particularly English and French for non-native speakers;
- ▶ support functions such as human resources, finance, and law;
- ▶ IT tools.

These training initiatives aimed to enhance employee's capabilities and address various aspects of professional development within the company.

All new hires were also given training in anti-corruption and compliance but also in diversity and inclusion. Furthermore, special personal data protection and cybersecurity training modules were made available (see Section 3.2).

The Group is strengthening its digital initiatives by introducing the eLearning Docebo platform for operational staff. This platform is accessible to all employees with, notably, access to training modules selected for their relevance including on-line courses, MOOC modules, e-learning, blended learning, and more. It enables training opportunities for all employees and allows for more effective monitoring of individual employees' training plans. For instance, various IT Skills, communication, time management and health and wellbeing training programmes have been made available.

Thus, in 2022, more than 38.96%⁽¹⁾ of the Group's employees received training.

Number of hours of training	Units	2022	2021
Group total	Hours	7,519	6,716
Eutelsat S.A. ⁽¹⁾	Hours	4,451	4776.5

(1) The total number of hours of training does not include the hours of cybersecurity and anti-corruption training for Eutelsat S.A. as these are booked separately. More than 900 hours of cybersecurity training have been carried out.

Number of hours of training per employee trained	Units	2022	2021
Group total	Hours	8.96	14.76
Eutelsat S.A. ⁽¹⁾	Hours	8.46	17.82

(1) The number of hours of training per employee does not include the hours of cybersecurity and anti-corruption training for Eutelsat S.A. as these are booked separately. 369 employees have been trained in cybersecurity.

3.5.6.2 Careers and mobility

In France and in every country where Eutelsat operates, annual performance interviews are conducted by managers with the support of the HR computer system. A professional development interview has also been established that must take place on an annual basis and may be conducted in parallel with the annual performance review. These interviews are designed to support employees in their desire for mobility and skills development.

In France, Eutelsat S.A. has implemented a "Career Review" interview which takes place after six years of service with the Company. A jobs board has been created with the support of the HR computer system, allowing for all vacancies to be posted immediately on the Intranet. Any internal candidate who applies is interviewed. Internal job opportunities are also specifically featured on the updated Intranet with a view to reinforcing their visibility across the Group.

(1) The percentage does not include cybersecurity and anti-corruption training at the level of Eutelsat S.A.

3.5.7 Diversity and equal opportunities

3.5.7.1 Gender equality

The representation of women within the business and gender equality are priorities for the Company, and the Executive Committee has tackled these issues to make progress in this area. The percentage of women in the Group is 33.1%. The Group supports measures pertaining to paternity leave, which have been rolled out across a number of countries (Italy, Singapore, Dubai, Mexico), actions to raise awareness of and combat cognitive biases for employees and managers.

Eutelsat S.A. scored 88/100 in the professional equality index⁽¹⁾. This score recognises the gender equality policy deployed in recent years.

In France, such as every year, the gender equality and quality of life at work action log has been rolled out in 2022 and covers access to employment, promotion, effective compensation and work-life balance. Targets and indicators have been tracked for each of these priorities. The Gender Equality Committee meets at least once a year to monitor this action plan.

A special budget is set aside for salary adjustment schemes. The taking of paternity leave is also encouraged. Since 2009, Eutelsat S.A. has been topping up the daily indemnities paid to fathers by the social security system, in order to maintain compensation levels. Since July 2021, Eutelsat has implemented the new paternity leave modalities foreseen by the French government, while bearing in mind its actions deployed internationally.

Data on employment, training and compensation by gender can be found in the social indicator table at the end of this Document.

Eutelsat has been member of the Women in Aerospace (WIA) association since 2022. WIA is dedicated to enhancing women's opportunities for leadership and increasing their visibility in the aerospace community. Through this membership, a total of 25 Eutelsat employees worldwide have benefited from various advantages, including attending events, webinars, and accessing specific information about our ecosystem. This collaboration allows Eutelsat employees to engage with a supportive network and stay informed about industry-related developments.

In Italy, Eutelsat has been a member of the Valore D association since 2019. This association of 200 companies promotes diversity and an inclusive culture in companies and organisations. Belonging to the Valore D network enables companies to position themselves as a powerful and influential voice on diversity and inclusion and gives access to a network composed of international companies which are already committed to diversity and inclusion, thereby facilitating successful collaboration. This has notably been exemplified through the various inter-company mentoring projects offered since 2019 and in which Eutelsat has participated. To pay tribute to the very good results obtained by the Company, Eutelsat was invited to take part in a special mentoring programme in partnership with the company Sanofi.

In France, Eutelsat signed the #StOpE initiative in 2021 to combat ordinary sexism, and the commitment to this initiative was renewed in 2022. Several actions have been implemented to raise awareness and address this important topic within the company. These efforts aim to foster a more inclusive and respectful work environment for all employees.

Within the Group, a paternity leave scheme has also been put in place designed to give new fathers time to help out around the home. In a number of countries, the Group offers new father's additional days of leave on top of the statutory provision. In Italy, for example, the Company grants an additional five days, bringing total paternity leave to 12 days. In Mexico, paternity leave has now been doubled to 10 days.

3.5.7.2 Employment and integration of people with disabilities

The Group employs 15 people with disabilities (compared with 17 in 2021), four of whom at Eutelsat S.A.

Eutelsat also seeks to find other jobs within the Company for employees who are deemed unfit for their existing positions. The Company also works with recruitment agencies that are aware of disability issues on the vocational integration of people with disabilities.

Eutelsat S.A. contributes a portion of the apprenticeship tax collected to institutions that focus on promoting education for people in need of a second chance or on integrating people with disabilities.

The initiatives on disability have mostly focused on a study of the action to be taken notably to raise employee awareness of the different forms of disability. It is with this in mind that, in consultation with the employee representative body responsible for health, safety and working conditions (SSCT Committee), a Disability Correspondent was appointed at the end of 2021. During 2022, the Disability Correspondent has benefited from targeted training to enable them to assume their full role. This training is notably aimed at clearly identifying the different challenges and key players so as to support employees with disabilities more effectively and further raise the awareness of all employees. Communication, awareness-raising and the involvement of all the stakeholders will thus be addressed as an integral part of this training.

Thanks to the efforts and collaboration of employees and the disability adviser, significant progress was made in 2022 through a series of meetings and discussions. As a result, the actions that were initially studied in 2021 have started to yield positive outcomes. In line with its commitment, Eutelsat S.A. has taken a proactive step by allocating a portion of the funds collected through the apprenticeship tax to organisations that focus on promoting training opportunities for individuals seeking a second chance and facilitating vocational access for people with disabilities.

(1) Results of the professional gender equality index relating to 2021, published on 1 March 2022.

3.5.7.3 Combating discrimination and encouraging diversity

The international and multicultural context together with compliance with local regulations have led Eutelsat to emphasise skills and diversity, eliminating all forms of discrimination from its HR management processes. Particular attention is paid to these points during the recruitment process.

Diversity and, in particular, multiculturalism are key factors in Eutelsat's success.

3.5.7.4 Supporting young talent in space industry education

In 2022, Eutelsat once again collaborating with the *Ailes de France* Foundation, which was established under the auspices of the

Fondation de France. The aim of these scholarships is to provide young individuals aged up to 25, who are pursuing various scientific and non-scientific studies, with the opportunity to realise their educational projects in the space industry.

In association with the CNES (*Centre National d'Etudes Spatiales*), Eutelsat is actively involved in the project by funding four scholarship funds, known as ESPACE scholarships, valued at 5,000 euros each. These scholarships enable young individuals to continue their studies in the field of aeronautics and space.

Eutelsat's renewed commitment to the Foundation aligns with the Group's extensive history of supporting the education and professional integration of young individuals, as well as the cultivation of future talented professionals in the space sector.

Every year, a jury consisting of distinguished experts from CNES, Eutelsat, the French Air Force and space industry firms convenes to select the project.

3.5.8 Respect for the fundamental conventions of the International Labour Organization (ILO)

All Eutelsat subsidiaries comply with the ILO's conventions and principles in countries where these fundamental conventions apply.

3.5.8.1 Respect for freedom of association and the right to collective bargaining

All Eutelsat subsidiaries have confirmed their compliance with the regulations pertaining to the right to collective bargaining in the countries where they operate. The company respects and upholds the rights established in collective agreements and does not make any derogations that infringe upon these rights. In the event of any non-compliance, the company would be subject to scrutiny by labour authorities, who would enforce the necessary measures to ensure compliance with the legislation.

The Group observes strict political, religious, and philosophical neutrality. The Group makes no financial contributions to political candidates, elected political representatives or political parties. Employees are allowed to participate in political activities in their own right, outside company premises and without using the Group's corporate image to support their personal beliefs. These principles

are applied with due regard for the individual freedom of expression of employees and their representatives.

In France, employees actively participate in the staff representatives' elections. The most recent election in Eutelsat S.A. took place in November 2022. Extensive communication efforts were made to emphasise the importance of voting. The overall participation rate, considering both titular and substitute votes, reached 74.59%. This demonstrates the engagement of employees in the election process and their commitment to shaping the representation of their interests within the company.

3.5.8.2 Fight against labour discrimination

The Group respects the principles outlined in the ILO conventions.

3.5.8.3 Elimination of forced labour

All Group subsidiaries comply with the principles outlined by the ILO.

3.5.8.4 Prohibition of child labour

All Group subsidiaries comply with the principles outlined by the ILO.

3.6 Outsourcing and relationships with suppliers

Given the highly technical nature of Eutelsat's business, the Group works with a limited number of major suppliers or subcontractors to manufacture and launch its satellites. In addition to procuring satellites in accordance with French space law, these main suppliers, who are mainly located in Europe and the United States, are required to meet high standards of social responsibility.

As for the procurement policy for products and services, the Purchasing Department at the Group's headquarters ensures that its key suppliers have implemented a policy that addresses the social and environmental issues: to reach this goal, a supplier charter is in force that our suppliers must respect. All suppliers must adhere to this charter to be eligible for inclusion in Eutelsat's approved list of suppliers.

Supplier control principles and procedures are applicable to the entire Eutelsat Group, as are environmental and social clauses, which are however adapted to local regulations.

All employees who deal with our suppliers are specifically educated and trained on risk issues.

All buyers under permanent contracts have completed an awareness-raising session on responsible procurement and must account for their purchasing practices in their annual performance objectives based on CSR criteria.

Calls for tender include a commitment to respect the ethical charter. Procurement contracts always contain clauses requiring compliance with regulations, including a ban on the employment of non-registered staff and the fight against corruption. For suppliers of product, the product description sheet is usually attached or provided on request.

Furthermore, in compliance with the Sapin II Act, stricter controls have been instituted.

All suppliers must undergo preliminary checks before being included in the supplier databases:

- Suppliers are established on a centralised basis by the Group's Purchasing Department.

- Verification of suppliers is carried out before their registration, on the basis of a dedicated questionnaire and the "World-Check" process.
- The evaluation and classification of supplier risk is carried out according to a set of criteria (supplier's activity, country in which the company is registered for trading, etc.) defined jointly with the Legal Affairs Department based on the recommendations of the French Anti-Corruption Agency's (*Agence Française Anticorruption* – AFA).
- High-risk suppliers are reviewed and cleared by the Compliance Committee, or even by the Executive Committee in the event of a particularly high risk.
- High-risk suppliers are subject to reinforced monitoring.

For existing suppliers:

- All suppliers with whom Eutelsat already has a relationship are subject to a full assessment when Eutelsat is considering entering into a new contract or renewing an existing contract with them, or when a significant change concerning the supplier is identified.
- In the case of high or particularly high risk, existing suppliers must be audited every two years. For a low or moderate level of risk, these checks take place every three years.

Furthermore, for business introducers/agents, a validation process is in place, starting with the submission of a written requirement validated by the Chief Commercial Officer, followed by the completion of an internal and external questionnaire for the agent, prior to the due diligence procedure entrusted to a specialist service provider.

After receiving the service provider's opinion, the Eutelsat Compliance Committee determines whether to authorise or decline the contract with the business introducer.

For business introducers who are renewed, a lighter due diligence is requested every two years.

As with business introducers, lobbyists are also subject to a separate due diligence procedure with the assistance of a specialised service provider and on the basis of a decision by Eutelsat's Compliance Committee.

3.7 Human rights actions

3.7.1 Human rights

Eutelsat is committed to respecting human rights in the countries where the Group operates, in particular the Universal Declaration of Human Rights, the International Labour Organisation's fundamental conventions and the United Nations Guiding Principles for Business and Human Rights.

As a signatory to the United Nations Global Compact (in the Global Compact Advanced reporting category), the Group supports the

Global Compact's Ten Principles in relation to human rights, international labour standards, the environment and anticorruption.

As part of its General Terms and Conditions of Sale, Eutelsat has incorporated a provision requiring each party to the contract to ensure that they comply with applicable laws and regulations on child labour and fundamental human rights.

3.7.2 Media freedom

In view of its strategic position in the radio and broadcasting market, and although it acts as a simple technical intermediary (Eutelsat makes its satellite capacity available to its customers), the Company is regularly confronted with complex situations in which the fundamental principles of freedom of information, independence and media pluralism are often contravened by attempts, often on the part of foreign States, to impose forms of information regulation informed by values that are different from those prevailing in Europe.

Even within the European Union, the rules applying to the media are currently very different between Member States. In the specific case of satellite broadcasters like Eutelsat, if two EU countries do not agree on the broadcasting of a television channel, it is technically impossible for the operator to cover only one of the two countries. Satellite beams are not wedded to national borders and generally extend across very wide areas. For satellites dedicated to the broadcasting of television channels like the EUTELSAT HOTBIRD satellites, the coverage is pan-European. This situation thus further reinforces the need for a single, consistent response at European level.

This is why, in March 2022, Eutelsat submitted to the European Commission, a substantial contribution in response to a public consultation on the topic "Preserving media freedom and pluralism in the internal market" with a view to the adoption of a future European Media Freedom Act. Eutelsat is very much in favour of increased convergence for the decisions taken by Member States, *i.e.*, recourse to a legislative instrument supported by a reinforced network of independent media regulators at EU level with the establishment of common principles applicable within the national procedures. Using the current European network of independent media regulators (ERGA), potentially strengthened by the granting of additional powers and resources, would also be a move in the right direction. Eutelsat would also welcome any initiative in the EMFA (European Media Freedom Act) that would aim at applying an equal treatment to contents, irrespective of their technical means of distribution.

The complete text of Eutelsat's contribution can be consulted at the following address: https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/13206-Safeguarding-media-freedom-in-the-EU-new-rules/F2946573_en

3.7.3 Combatting intentional interference

Jamming is defined as interference on Eutelsat's satellite networks which is clearly deliberate and is aimed at disrupting or even preventing the broadcasting of certain TV channels. By definition, deliberate interference is a violation of freedom of information.

Eutelsat constantly monitors incidents of intentional interference, identifying their origins (if possible) and the channels affected. The Group is a member of the Satellite Interference Group (SIG), whose mission is to maintain interference at its lowest level. In this context, Eutelsat uses the "Carrier ID" (CID) system, an embedded code containing information, which allows satellite operators to quickly and easily identify the source of the transmission causing interference. In conjunction with representatives of this organisation, Eutelsat is examining the measures to be adopted against deliberate interference, which must be based on a better geolocation of the signal's origin and on the creation of a repository containing all relevant data on this subject.

Intentional interference is also considered illegal under Article 45 of the Constitution of the International Telecommunications Union (ITU) and Article 15 of the Radio Regulations. This is why the ANFR systematically files complaints with the ITU authorities against countries in which the jamming operations originate. In 2022, on several occasions, Eutelsat again had to ask the ANFR to file such complaints.

Furthermore, Eutelsat follows up on issues regarding the protection of intellectual property rights, in particular the broadcasting of content by "pirate" channels. Since March 2014, the Group has been a member of an Anti-Piracy Coalition that brings together key players in the industry (satellite operators, content providers, distributors, advertisers, etc.) in North Africa and the Middle-East (<http://menaapc.org/index.html>), to monitor satellite TV piracy, take all possible measures to stop piracy (systematic notification of breaches to the distributors involved), ensure the sharing of all data and information relating to pirate channels and raise awareness of the consequences of piracy.

3.8 Indicators

The indicators are structured as specified in the French Commercial Code with regard to the non-financial reporting. Correspondence with the data item listed by the GRI standard is indicated where appropriate, and a full GRI report is available on the Group's website (GRI Standards Content Index).

3.8.1 Social Information

Social information (calendar year unless otherwise stated)		2022 Value	2021 Value	Unit	GRI ref.	Scope
Total headcount		1,125	1,163 ⁽¹⁾	Persons	102-7	Group
Workforce by gender	Male	760	769 ⁽¹⁾	Persons	102-8	Group
	Female	365	394 ⁽¹⁾	Persons	102-8	Group
Workforce by age	Under 25	4.4%	5.3%	Percentage	401-1	Group
	Between 25 and 40	39.6%	41.5%	Percentage	401-1	Group
	Between 40 and 60	52.2%	50%	Percentage	401-1	Group
	Over 60	3.8%	3.2%	Percentage	401-1	Group
Workforce by geographical area	France	611	618	Persons	102-8	Entity France
	Americas	146	139 ⁽¹⁾	Persons	102-8	Entity Mexico + Brazil
	Rest Of World	368	406 ⁽¹⁾	Persons	102-8	All other entities of Eutelsat Group including Italy, MEA, UK, USA
Recruitment and departures on permanent and fixed term contracts	Recruitment	150	148	Persons	401-1	Group
	Departures	188	163	Persons	401-1	Group
Turnover rate		14.53%	14.01%	Percentage	401-1	Group
Number of occupational accidents		6	3 ⁽¹⁾	Number of accidents	403-2	Group
Number of occupational accidents with days of absence		2	3	Number of accidents	403-2	Group
Number of days of absence caused by accidents at work		98	126	Number of days	403-2	Group
Frequency rate		1.01	1.44	Number	403-2	Group
Gravity rate		0.05	0.06	Number	403-2	Group
Absenteeism rate		3.52%	2.9% ⁽¹⁾	Percentage	403-2	Group
Occupational diseases		0	1	Number of diseases	403-2	Group
Hours of training		7,519	6,716	Number of hours	404-1	Group
Percentage of employees trained		74.58%	39.12% ⁽¹⁾	Percentage	404-1	Group
Number of hours of training per employee trained		8.96	14.76	Number of hours	404-1	Group
Gender equality	Male managers	175	200	Persons	102-8	Group
	Female Manager	87	84	Persons	102-8	Group
	Total Managers	262	284	Persons	102-8	Group
Average salary by geographic area	France	71,625	74,847.5	Euros	102-8	Entity France
	Americas	12,047	-	Euros	102-8	Entity Mexico
	Rest Of World ⁽²⁾	41,557	-	Euros	102-8	See footnote 2
Average salary by gender	Male	39,496	-	Euros	405-2	Group
	Female	31,973	-	Euros	405-2	Group

(1) Data has been corrected for 2021

(2) Salary calculation based on main Group entities (Skylogic Italy, Skylogic Mediterraneo, Open Sky, Satellite de Sabedoria Lda, Bigblu Ireland Limited, Bigblu Operations Limited, Sat Internet Services GmbH, Europasat Sp Z.o.o)

3.8.2 Environmental information

Environmental information (calendar year unless otherwise stated)	2022 Value	2021 Value	Unit	GRI ref.	Scope
Liquid refrigerants	0.2	0.2	Tonnes	306-2	Group
Paper waste	3.64	1.24	Tonnes	301-1	Group
Cardboard waste	4.58	2.31	Tonnes	306-2	Group
WEEE	10.53	9.75	Tonnes	306-2	Group
Ordinary Waste	47.13	63.78	Tonnes	306-2	Group
Metal waste	7.05	1.65	Tonnes	306-2	Group
Water consumption	19,045	11,623	M ³	303-1	Head office + sites with teleport
Electricity consumption	2,474,841	2,405,657	KWh	302-1	Eutelsat S.A. head office
	9,741,201	9,813,421	KWh	302-1	Paris-Rambouillet teleport
	3,577,574	3,585,731	KWh	302-1	Eutelsat Americas
	8,011,811	7,066,334	KWh	302-1	Skylogic (Italy)
	1,164,936	1,158,558	KWh	302-1	Canical Teleport
Consumption of renewable energies	250,687	46,767	KWh	302-1	Group
Diesel consumption	12,565	26,326	Litres	302-1	Group
Petrol consumption	18,734	21,759	Litres	302-1	Group
Floor area of buildings	33,436	32,118	M ²	-	Group

3.8.3 Societal information

Societal and ethical information (calendar year unless otherwise stated)	2022 Value	2021 Value	Units	GRI ref.	Scope
Meetings of the Group Compliance Committee	6	6	Number	205-1	Group
Number of alerts	11	2	Number	205-1	Group
Number of internal investigations	8	2	Number	205-1	Group
% of employees trained in anti-corruption	92%	100%	Percentage	205-1	Group
World-check verifications ⁽¹⁾	744	2,137	Number	205-1	Group
Number of employees trained in cybersecurity	380	360	Persons	205-1	Group
Number of entities/sites with an active DPO	3	3	Number	205-1	Group
Patronage and donations ⁽²⁾	342,634	322,775	Euros	201-2	Group

(1) Comparison with the previous year's figures is not meaningful as the methods used to identify the third parties assessed changed during the financial year.

(2) Total donations between the 1 January and 31 December (material + financial).

3.9 Note on the methodology

Since 2010 the Group has published an annual report on Corporate Social Responsibility and, since the 2017-18 Financial Year, a non-financial performance statement.

In accordance with Article L. 225-102-1 of the French Commercial Code and Decree No. 2017-1265 of 9 August 2017 implementing

Order No. 2017-1180 of 19 July 2017 on the disclosure of non-financial information by certain large companies and groups of companies, the Group has collected a response for the items that are relevant to its business.

3.9.1 Methodology

Eutelsat's 2022 Non-Financial Performance Statement covers, for the qualitative information, the financial year from 1 July 2022 to 30 June 2023 and, for the quantitative information, the period from 1 January to 31 December 2022, to align this information with the data in the social audit report.

The entire report has been drawn up on the basis of indicators derived from benchmark international standards such as the AA1000 APS (2008), the Global Reporting Initiative (GRI), ISO 26000 and the United Nations Global Compact.

Eutelsat leverages on Tennaxia solution to ensure the accuracy and consistency of its non-financial performance data and facilitate the steering of its CSR policy. The CSR reporting campaign is led by the CSR team, in close collaboration with contributors from the Group's various sites and subsidiaries solicited for this exercise.

Each Group subsidiary has provided information for the drafting of this report. The information regarding the carbon footprint reflects input from Eutelsat's suppliers (satellite manufacturers and launch companies). Our report also includes carbon and environmental indicators from the Group's Italian and Mexican subsidiaries and teleports located in Paris-Rambouillet (France), Turin (Italy), Cagliari (Italy), Caniçal (Portugal) and Mexico.

With reference to Article L. 225-102-1 of the French Commercial Code, the following topics have been excluded as they are not material to Eutelsat's business:

- the fight against food waste and food deprivation;
- a commitment to animal welfare and to responsible, fair and sustainable food.

3.9.2 Verification of the report

Each year, in accordance with the regulations, Eutelsat mandates one of its Statutory Auditors, appointed as an independent third party, to verify the compliance of the Non-Financial Performance Statement and the fair presentation of the information contained therein to be included in the consolidated management report.

Grant Thornton is the independent third-party body entrusted with this task.

The verification of the non-financial reporting information was carried out with the entities that contribute the most to the consolidated financial statements.