

Diversity and Inclusion Policy

DIVERSITY AND INCLUSION POLICY

Kleos Space S.A. ("Company")

1) Purpose

The Company has a strong commitment to diversity and recognises the value of attracting and retaining Personnel with different backgrounds, knowledge, experiences and abilities. The Company recognises that diversity not only encompasses gender but extends to age, ethnicity, religious or cultural background, language, marital or family status, and disability. Diversity contributes to the Company's business success and benefits individuals, clients, teams, shareholders and stakeholders.

Our business policies, practices and behaviours promote diversity and equal opportunity and create an environment where individual differences are valued and all Personnel have the opportunity to realise their potential and contribute to the Company's success.

2) Policy Information

Policy contact	Date Approved	Review period
Andy Bowyer	26 April 2018	Annual

3) Document History

Version	Date Approved	Author	Description
v.1	26 April 2018	External Legal Counsel	Policy adopted.

4) Scope

This diversity policy applies to the Company's board of directors ("**Board**"), officers and employees ("**Personnel**").

5) What is Diversity?

Diversity recognises and values the contribution of people with differences in background, experience and perspectives. At the Company, diversity means:

- a) an inclusive workplace that embraces individual differences;
- b) a workplace that is free from discriminatory behaviours and business practices including discrimination, harassment, bullying, victimisation and vilification;
- c) equitable frameworks and policies, processes and practices that limit potential unconscious bias;
- d) equal employment opportunities based on capability and performance;
- e) awareness of the different needs of employees;

- f) the provision of flexible work practices and policies to support employees; and
- g) attraction and retention of a diverse range of talented people.

The Company aspires to achieve the objectives set out in this policy and aims to embed a strong diversity framework within its systems and culture.

6) Our Diversity Strategy

The Company is committed to the development and maintenance of fair and equitable business practices that assist it achieve its overarching diversity objectives. These practices include recruiting and retaining a diverse and skilled workforce and providing flexible work arrangements.

These practices are intended to acknowledge the individual needs of our people and ensure, regardless of characteristic, that they are respected in a compassionate and sustainable manner.

7) Board's Responsibilities

The Board is responsible for designing and overseeing the implementation of this diversity policy.

The directors of the Company will be responsible for promoting diversity within the Company's culture and monitoring the effectiveness of this diversity policy. The Company recognises that it needs to provide management with appropriate guidance in order to foster a value for diversity within its management culture. To achieve this, the Company is committed to providing its management with the appropriate training and resources to understand the benefits of diversity in recruitment strategies and day-to-day management strategies. The Board will also be required to develop initiatives that will promote and achieve diversity goals.

8) Remuneration and Nomination Committee's Responsibilities

The Remuneration and Nomination Committee is responsible for reviewing this diversity policy and will provide the Board with an annual report on the status of diversity within the Company and the effectiveness of the measurable objectives for achieving gender diversity.

9) Personnel's Responsibilities

All Personnel are required to act in a manner that supports diversity within the workplace and promotes the objectives set out in this diversity policy. Employees are encouraged to provide feedback to management regarding programmes or initiatives which will improve the Company's approach to diversity and inclusion in the workplace.

10) Measureable objectives

The Company recognises that gender diversity amongst its Personnel:

- a) broadens the pool of high-quality directors and employees;
- b) is likely to support employee retention;
- c) is likely to encourage greater innovation by drawing on different perspectives;
- d) is a socially and economically responsible governance practice; and

e) will improve the Company's corporate reputation.

The Board will adopt measurable objectives to assist the Company to achieve gender diversity and review the Company's progress in meeting these objectives and the effectiveness of these objectives each year. The Remuneration and Nomination Committee is responsible for recommending such measurable objectives to the Board in light of the Company's general selection policy for Personnel.

The Remuneration and Nomination Committee will report to the Board on the Company's progress towards achieving its measurable objectives each year. This report will include a review of the relative proportions of men and women at all levels in the organisation.