	TSG GROUP	Reviewed	February 2022
		Scope	All TSG Group employees
Group Policies & Procedures	HUMAN RESOURCES POLICY	Issued by	Group HRD

At TSG we know that our Human Capital is our first richness and strongest asset to meet our customers satisfaction, to deliver our growth ambition and to enable a more sustainable world by fighting the climate change with our responsible mobility solutions.

Beyond words, we believe that as a Responsible European Leader it is our duty to be a Responsible Employer, making strong commitments towards our People who are at the core of our value proposition.

TSG Global Human Resources policy is organized around 3 main commitments as the common and unnegotiable part of how we act within TSG whatever the country, the job or the management.

Local policies in place in TSG local entities are completing TSG Group HR policy, providing more specific rules or processes based on local uses and regulations and taking into account each local contexts specificities.

At TSG we strongly believe that long term relationships are built on authenticity, transparency and positive ambition. This is the reason why we want our TSG Group Human Resources Policy to be both our promise to new employees but also be the foundation for the our employees current work experience.

TSG Group Human Resources Policy is built on the 3 key pillars of our TSG CSR strategy putting people at the heart of our sustainability management:

1. We lead by example
2. We invest in our People
3. We care for our People

1. We lead by example

We believe in the power of human relationships within our teams in both horizontal and vertical ways with the strong conviction that responsibility and exemplarity are the key behaviours to drive a team in the right direction for the benefit of both individual and collective performance and development. It is why we expect our managers at every level in our organization and in every TSG entity to act as leaders leading by example.

Our managers are chosen for their human qualities and their ability to embody TSG values and we take care to keep in each TSG entity, whatever its size, the human proximity helping to promote fairness and justice within our teams.

This exigence of exemplarity is focused on TSG rooted cultural key values, the key values we have identified as shared values that have made TSGs identity, specificity and success.

At every levels and in every country, the TSG organisation is made of committed people sharing strong and common values, our 7 common values we want to promote as an attractive element to embark people with the same authentique, transparent and responsible spirit.

It is why, in order to preserve them, whatever the circonstumcies and despite our fast growing size, we want to capitalize on talents having both high technical and soft skills by keeping people carrying the 7 strong human values which make up **TSG culture : Entrepreneurship, Customer driven, People driven, Collective success spirit, Ambition, Strategic vision and adhesion and Diversity.**

For that, **everywhere at TSG our annual evaluation systems assess managers and people with the same level of exigence regarding their performance and their behavior.** And we built a common definition of these behaviors to make sure that beyond words everyone is looking at the same soft-skills.

- 1.1. We encourage people to be **entrepreneurial** by leading their perimeter as an entrepreneur fully focused on TSG business development and attached to finding pragmatic, simple, innovative and efficient solutions taking in account every stakeholders issues. We expect them to value efforts, professionalism and self-transcendence as key factors of success.

- 1.2. Focused on our customers satisfaction we want our teams to be **customer driven** by always prioritizing customer satisfaction and growth. We encourage them to understand their present and future needs, to identify decision paths, develop profitable action plans to acquire, develop, keep and retain them. We also expect our people to always act with transparency and accountability in customer relationships.
- 1.3. Because our activity is a made of people we consider ourselves to be **people driven** by always acting with exemplarity and respect and with the consciousness that our people are our first asset. We are fully committed to every employee's health and safety and to promoting in every circumstance TSG HSSE rules and processes at every level of the organization. We want to ensure motivation and success of for the team overall and each of its members. We want to provide the social climate necessary to lead success and transformation and make TSG an attractive employer.
- 1.4. We strongly value **collective success spirit** as we want every TSG employee to adhere to the common values of TSG Group and to make each employee committed to the success of their team as well at the global success of the Group by working closely with other colleagues, teams, functions or countries and at global level to share best practices and improve continually process methods and services and/or to support them if needed.
- 1.5. We like our people to have **ambition** and lead the company and colleagues to go always higher through motivation and ambition to reach and exceed goals and to be seen as the referent player in its industry. While doing this we also encourage them to always be concrete and result oriented whilst keeping to a our strategic or global framework.
- 1.6. We also believe in the power of the purpose that is at the heart of our **strategic vision: to be the European leader in technical services for responsible mobility solutions**. We want to diffuse and to share this ambition at every level and in every TSG entity. We are convinced that in participating in making the future better by enabling a more responsible mobility this will give our teams more purpose and will develop a collective but also an individual pride to all. We want everybody to be part of this ambitious project by identifying and anticipating customers current and future needs, market evolutions and tendencies and some new strategic potential business areas. We want all of us to be obsessed by the will to keep one step ahead.
- 1.7. And of course we want to promote all kinds of **diversity** within our teams and in every functions as we believe that complementarity and differences are a great factor of innovation, richness and agility. We want our Group to be fuelled by its multicultural roots, its several ways of thinking and its technical specialties which are sources of best practices to exchange and develop collective performance.
Sharing these strong values is making TSG an engaged company made of committed people collectively giving a great sense to their job by meeting our customers expectations while concretely participating in fighting together against climate change and the great challenges the world is facing.

2. We invest in our People

Our human capital has always been the key to our success. Being an industry leader and pioneer in the transition to sustainable mobility services, our expertise and talents are more than ever an asset, at the heart of our business model and of our HR and CSR strategies.

We are convinced that the building of TSGs future is based on TSGs Human Resources sustainability and the constant development of our People skills and employability, investing in them by offering internal promotion opportunities, building career paths and organizing successions plans.

We believe that we need to capitalize on our expertise and technical excellence to reinforce our recognised reputation and maintain our strong relationships with our stakeholders. And for that, we are aware of the importance of valuing and developing our human competencies and technical skills and maintaining a strong cohesion between our teams.

Encouraging talented and committed employees is key. In doing this, we will recognise that our People are the strong human value that have made our success. We know that investing in our people will secure our current

and future development in all of our activities. Building these technical and human skills will allow us to meet our ambitions for both today and tomorrow.

- 1.1. From day one in the company, we organize an **induction plan** for each new employee whatever his or her function is with the objective to welcome him or her into the team, to present him or her to their work environment, to give him or her the first keys to understand our business and to meet the colleagues he or she will interact with.
- 1.2. During his or her career, each TSG employee benefits from **regular trainings** starting by learning our high Health and Safety standards and our ethics rules, then attaining all the needed accreditations and improving his or her technical skills to develop the best level of expertise in his or her field. We especially invest in our Technicians who are at the core of our business and of our value proposition benefiting from partnerships with the most well-known suppliers who help us to develop their technical expertise and their permanent knowledge on new products and processes. Following the new mobility acceleration we take care to train them on the new energies for mobility by developing their polyvalence before offering them new areas of expertise in the cleaner energies for the mobility field. More than that, we believe that it is our duty as a responsible employer to prepare our teams to be skilled in the new energies for mobility, to adapt their skills and their high level of safety knowledge to the benefit of our customers and our company.
- 1.3. Naturally, we encourage **internal promotion** preferring to capitalize on people we know and trust. Our managers are teams builders and their human proximity allows them to detect potential and talent. It is why we organize annual interviews and annual People Reviews to identify talent, potential evolutions and build individual development plans to facilitate career evolutions. These people reviews conducted at both local and global levels are the yearly time to step back and reflect on our organizations, our business future needs, our peoples performance or difficulties, our teams development needs and aspirations. We manage this privileged time by always thinking about having the right people at the right place for his/her own benefit and the benefit of our business.

All of these actions focused on people development are facilitated by TSGs size and organization. At TSG, each employee benefits from a human environment due to the human size of our local teams allowing the right level of management proximity and making each person have a direct and easy contact with his/her hierarchy. It is a key element of TSG culture and management spirit; to work on preserving the sense of responsibility, initiative and the agility that allows a large level of reactivity to meet our customers expectations. At the same time, every TSG employee benefits from the group structure as a driver of projects to give locally the needed resources and to be seen as a key and global actor in the responsible energy for the mobility development industry.

3. We care for our people

At TSG we believe that our first employer responsibility is to provide good and safe working conditions to each of our employees. It is why we all work at every levels of the organization and whatever our job or position to be closed to our people, to offer a good working environment with good benefits and to all at the highest health and safety standards.

- 1.1. We regard the **health and safety** of our employees and stakeholders as an essential aspect in our strategy and corporate culture. We have built for years a robust management system in the fields of quality, safety, security and ethics. It is our priority to deliver services in a safe and adequate manner with no compromise in the field. We have built our reputation on it and strongly believe that it is an added value making the difference for all of our stakeholders and especially for our employees and our customers. Safety is an obsession that we want to be permanent in every TSG employee's mind, at every level and for every function. We promote a **"security first" policy with a zero accident goal** organizing yearly trainings and regular safety audits in the field to be sure that everyone is applying our procedures and that the weight of habits is not making our people take any risk. It is of course a non negotiable issue in the relationship with our customers who have themselves high standards and safety exigences. Our teams are proud to be regularly awarded and recognised for their Safety awareness and knowledge

despite the fact that our activities require us to be mobile and operate on multiple sites often presenting health and safety challenges.

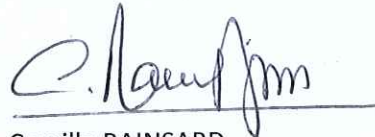
- 1.2. In all of our entities and to all of our employees we offer good level of **Health insurances** sharing the benefit of our size to provide employees and their families the access to Health insurances contracts. And, in case of accident, we of course support each of our employees and his /her family in the same fair way whatever the local regulations and systems with the benefit of a common contract showing TSGs solidarity to its personnel.
- 1.3. We also believe in the link between **good working conditions and performance**. We aim and encourage the development of wellness initiatives and programs in every TSG entities. We favorise best-practices, exchanges between local HR teams around work organization, work-life balance, wellbeing events, sport practices... We are convinced that creating the right environment is the only way to make people do their best and to foster quality, success and performance. And, if as a full responsible employer we have applied every local countries instructions during the covid crisis, we believe that sharing time together is the best way to develop collaboration, to experiment meaning at work and to benefit from colleagues social interactions. We want to develop team spirit by keeping physical presence in our offices but we recognize our peoples responsibility and ability to benefit from flex-office organization where it is possible and if they wish.

TSG Group HR policy is the commitment and the ambition from TSG Executive team towards TSG employees. It is the framework which each TSG entity is deploying its local HR policy with the same goals and spirit: to make TSG an attractive and responsible employer.

Le Plessis-Robinson, February 2022, the 28th.



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