



DIVERSITY AND EQUAL OPPORTUNITIES



Central to our ethical principles, openness provides the focus for our HR policy and the measures taken in favour of diversity, inclusiveness and equal opportunities. Our aim is to ensure friendliness within teams, encourage individual development and innovation, while ensuring respect for personal differences.



The mixing of origins and experiences is an integral part of the Sagemcom group's corporate culture. Whatever the country, our subsidiaries aim to have their teams reflect the diversity of the societies in which they work.

Building on our cultural diversity

Sagemcom has nearly 5,000 employees in some 50 countries the around world, all with different cultures. The multiculturalism of the Group's workforce is a real lever for the diversity of talents, innovation, cooperation and competitiveness on which Sagemcom can capitalise. United around the Group's common values, we strive to continue to support our employees by setting up special training courses to pass on the keys for mutual understanding and the ways to optimise cooperation between the members of our multicultural teams. Support for internationalisation is one of the priorities of our training plan. Consequently, numerous employees have taken part in multicultural training courses, applied according to the main countries in which the Group operates (Brazil, China, Germany, Tunisia and Hungary).

Nurturing and encouraging diversity

The diversity of our employees is a source of innovation, enrichment and efficiency. For our employees, working in an environment that encourages diversity and inclusion allows everyone to realise their full potential while actively contributing to the Group's performance.



One of our main challenges in diversity is professional equality between men and women. In our traditionally masculine sector of activity, this involves making diversity a reality at every level in the company. Even though the rate of feminisation of our international workforce continues to increase and now stands at 47%, it is essential that the share of women, especially in our more technically advanced or managerial jobs improves and balances with that of men, especially in the subsidiaries and professions where this imbalance is the most pressing.

Considering that professional equality between women and men is a vector for collective performance, Sagemcom continued its awareness-raising measures designed to change the attitude and behaviour of all our male and female employees, students, trainers, partners, etc.

So in France, to go further still and to structure this initiative, a company agreement was signed in June 2019, covering six areas of action for the benefit of diversity: the sustainable integration of diversity within the Group's culture, access to employment, the equal pay and salary policy, the career path, the retention of disabled employees and the search for the work-life balance. The signing of this agreement is a good illustration of the coordination of labour relations within the Sagemcom group and the intention to jointly build a corporate project in which people are the most important factor. The latest agreement, drawn up in cooperation with the Sagemcom general Management and union organisations, is not a trial. Our commitment already resulted in 2016 in the signing of independent agreements on the subjects of professional equality between men and women, as well as on the fight against discrimination against the employment and integration of disabled people. The statement drawn up of these two agreements has made it possible to emphasise the notable progress made and the importance of sharing our synergies to jointly take action on the topics asking for a common cause: to make diversity one of our central concerns.

Good practices in favour of professional equality are not limited to the commitments made in this agreement, since our R&D site in Tunisia is closely involved in this issue by supporting the FACE* programme that promotes gender equality in Tunisia. As a result, the rate of female graduates recruited by our R&D centre in Tunisia continues to progress (36% of those recruited in 2017 were women, 41% in 2018 and 46% in 2019).

**The FACE* programme: A programme that aims to improve companies' understanding of the question of professional equality and to encourage concrete actions in businesses in favour of this equality.*



Internal communication is also a means for promoting professional equality and making it a part of the Group's culture in the long term. For example, each ComIn, the magazine distributed quarterly by the Group, contains profiles of female employees. Some issues are also written from the point of view of professional equality by developing themes such as job desegregation and diversity.

Sagemcom also believes that a policy of promoting diversity must also help to prevent and fight against all forms of discrimination, to make diversity one of the levers of its performance. This policy includes the objectification

of human resource management processes (recruitment, training, career, etc.). It also involves promoting positive measures designed to ensure similar working and career conditions for all.

Sagemcom has asserted its commitment to fight against discrimination by being one of the first companies to join the "A compétence égale" initiative.

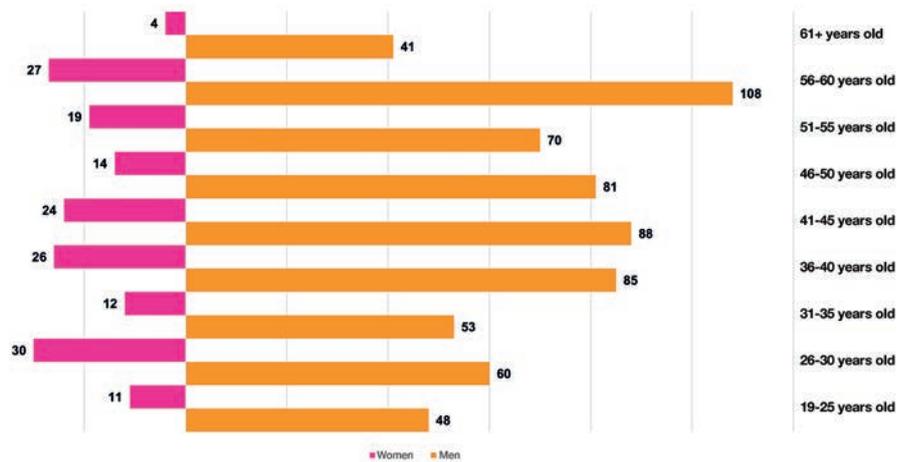
This organisation, which is engaged in the fight against all forms of discrimination in recruitment and in the promotion of diversity in the work place, helps

us to audit our recruitment tools and processes, to train our recruitment staff and to provide resources and tools, as part of a process to achieve continual improvement. Sagemcom has also signed the "A compétence égale" charter and clearly confirmed its commitment to combating all forms of discrimination in every stage of the recruitment process.

The age mix within the Group is also a major issue. With almost a quarter of senior staff in French companies, we must prepare for employment and generational changes. For this reason, numerous actions have been conducted over the past few years, particularly regarding the educational sector, in order to recruit young staff. As a result, between 2016 and 2019, the proportion of young staff in France doubled, from 9% to 18%. This being said, the challenge will not be met to the detriment of older employees, since Sagemcom intends to continue its policy of maintaining and developing the jobs of these employees. This commitment is formalised in a five-year agreement, "Generation Contract" 2017-2021, in which Sagemcom agrees to pursue an active policy to keep seniors in the workplace: recruiting senior employees (4% of hires since signing the agreement), internal mobility (in 2019, 25% of internal mobility involved senior employees), training (in 2019, 23% of those starting training were senior employees), etc.



Integrating the disabled and keeping them in the workforce represents another major challenge for Sagemcom



Age pyramid 31/12/2019

At the same time, our talent identification and knowledge and skills transfer systems are based on our "Experts" pathway, which includes 26% of senior employees.

Integrating the disabled and keeping them in work represents another major challenge for Sagemcom. Our failure to achieve our ambitions and the shortfall of our actions on the question of disability, especially in France, reflects the lack of qualified personnel and professional training on a national

scale. Nevertheless, Sagemcom intends to confirm its ambition to welcome every talent and to provide appropriate support for employees with special needs by taking actions to support the integration of the disabled into the world of work and to keep them there. A Diversity agreement signed in 2019 highlighted the measures taken in favour of the durable integration of disabled employees, working conditions that support their career development and allow them to stay in work, the development of subcontracting with companies that employ the disabled and support for employees who take care of a disabled person. Some examples illustrate these commitments: all the employment offers published in France mention "Sagemcom, a company that welcomes those with disabilities," disabled employees have been kept in their jobs thanks to special conditions, alternating working from home and on-site and a partnership with companies from a protected environment has been signed to sort and recover waste on the Rueil-Malmaison Campus (an initiative which is both a supportive and environmental measure).

This commitment also takes the form of local initiatives, such as supporting Sagemcom at the "Regards Croisés" festival, which screens short films on the theme of "Jobs and Disability, disability does not prevent talent". Our R&D centre in Dallas supports Adaptive Spirit, which brings together all the cable operators in the United States with a view to funding the American Paralympic skiing team. At Rueil-Malmaison, Sagemcom employees also demonstrate their motivation to defend the disabled cause, having participated in for several years, the solidarity course organised by Special Olympics France or even by supporting, since 2019, the DupDay operation enabling disabled people to spend a day alongside a pro bono professional, to find out about a job or company and eventually create vocations.



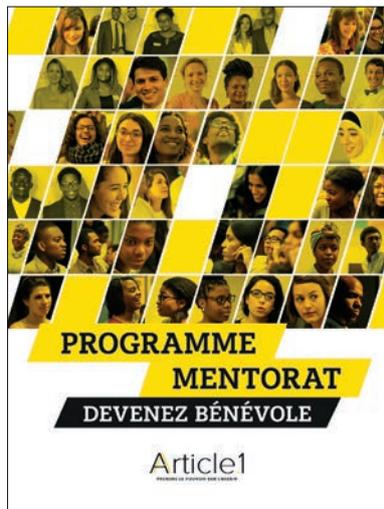
Sparkling vocations and supporting equal opportunities

A large number of initiatives are being taken locally to forge links between the world of education and work, in order to promote diversity and equal opportunities and to expand the age mix within the Group.

As an example, Sagemcom has supported Article 1 for almost ten years, an NGO who supports the integration of young people from underprivileged backgrounds into the workplace: this makes employment abroad possible, supports financing of studies and integration through employment. Sagemcom is one of the organisation's main partners, alongside SFR, Orange, Alcatel Lucent and Nokia.

In 2019 in France, fifteen volunteering employees committed to helping young people as part of different Article 1 programmes.

Sagemcom has also been actively involved in a partnership with Science Factor to promote scientific studies for girls in secondary school and college. In this competition, the candidates must present as a team an innovative scientific or technical project, an invention with a clearly demonstrated positive impact in social, economic or environmental terms. Not only does this competition reflect our values of creativity, performance and team power while respecting the environment, but it also makes it possible to act in favour of raising the awareness of young girls about scientific studies, a population group that is under-represented in the engineering schools we covet to attract the best skills and promote diversity.



Sagemcom intends to continue its commitment to facilitate the integration of young people into the professional world by recruiting International Volunteers in Business (IVB)

Sagemcom has also committed to the “Cravate Solidaire” cause, an NGO which organises the collection of clothes in companies for the benefit of candidates for professional integration. Sagemcom has already taken part in several collections which turned out to be very successful. In July 2019, almost 200 kg of clothes were collected for the Rueil-Malmaison campus. In Tunisia, a range of initiatives were launched in 2019 to help people in need. For example, the charitable scheme “100 cartables” enabled funds to be collected to distribute school equipment to deprived pupils. For the



past five years, the employees of our Tunisian R&D centre have shown great generosity in supporting this initiative in favour of equal opportunities.

Finally, Sagemcom intends to continue its commitment to facilitate the integration of young people into the professional world by recruiting International Volunteers in Business (IVB). Rich and individualised career paths wherever the Group is present are offered to young people by implementing a policy suitable for their integration and support. The IVB scheme is also a means of attracting and developing the best skills.

