



SUPPORT FOR EMPLOYEES



Caring for our employees and supporting them in their professional development throughout their careers within the Group means ensuring their motivation and professionalism in support of the growth of our activities.



We strive to increase our ability to attract, develop and retain the best skills to meet the needs of our business and contribute to our growth.

To do so, we have adopted an initiative to renew the employer brand in order to encourage the best profiles, particularly among young people, to join the Group. Numerous actions have thus been taken throughout the Group.

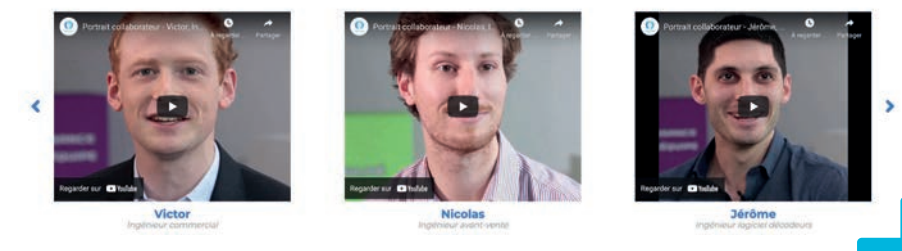
The development of our social media presence has made it possible to strengthen our brand as an employer and to attract highly coveted profiles. In Hungary for example, the use of LinkedIn as a new recruitment channel has made it possible not only to promote Sagemcom in a country with full employment, but also to strengthen our presence in the local IT sector and to highlight vacancies for candidates keen to join us. In addition, head office launched a number of initiatives to improve our employer brand, ranging from the creation of the Sagemcom Ambassadors programme, to a collaborative tool used to distribute job offers and internships, the development of our co-optation programme, organising workshops in schools, the creation of dedicated Instagram account and Facebook pages in Tunisia, running the LinkedIn community and organising virtual events.



**Employer brand:
let's share on LinkedIn!**

As part of our recruitment, LinkedIn is an essential visibility factor.

They testify



The development of the employer brand also goes hand-in-hand with Sagemcom's presence in the educational environment, to get to know and attract young talent. Partnerships with certain schools have been set up and numerous initiatives organised: participation (remotely in most cases, due to the health crisis) in forums, round tables, sessions after work, open evenings and conferences.

Sagemcom, committed to combating discrimination, is convinced that diversity and the desegregation of teams encourages long-term creativity and operational complementarity. It is therefore essential to make staff aware of this to recruit without discriminating. With this in mind, in partnership with "À Compétence égale", Sagemcom organises training and has updated a guide "Put your expertise as a recruiter to good use with increased equality of opportunity," which makes it possible to decode discriminatory situations, too often ignored or played down, in order to enable everyone to adopt appropriate behaviour.

Work-study programmes and internships constitute some of the adapted and effective methods of preparing for professional life and integration into the world of work. The Sagemcom group is firmly committed to a policy of integrating young people into the workplace in particular through these methods. The "responsible" policy for work-study courses and internships is therefore a two-way street:

- On the one hand, based on training and integration into working life, it gives young people the opportunity to obtain a diploma and a first professional experience that will improve their employability;
- And on the other, based on pre-recruitment, particularly for "core business" jobs, in line with the Group's needs.

In 2020, Sagemcom's French subsidiaries welcomed almost 100 people into work-study programmes and internships. One quarter of them were hired after their work-study programme or internship.

In 2018, our R&D centre in Tunisia opened the "SS&T Campus". This campus initiates and trains young graduates in science and technology in our professions (on-board IT development techniques and soft skills). The campus has two goals: to encourage the integration of young people into employment and to enable Sagemcom to acquire competent resources that are directly operational. The SST Campus has trained 106 people since it opened, with two classes per year. The public health crisis did not halt this programme in 2020. After the two months of training, 100% of the young students were hired and joined the R&D teams in Tunis.

We also take care to offer all employees who join our Group, regardless of their status, an integration pathway that is broken down into various structuring and personalised measures, based on existing good practices within the Group's companies (welcome booklet, special intranet section, integration workshop, etc.). Every subsidiary takes actions adapted to the local circumstances in favour of the long-term integration of new recruits.

Our production plant in Tunisia organises integration dinners to celebrate the arrival of new employees and to share our values and strategic priorities. It is also an opportunity to look back at their integration as part of the continuous improvement process.

In an effort to offer the best possible welcome to its new recruits, in 2020, the Taden site continued to improve its induction programme by appointing mentors who help the new arrivals, as they take their first steps in the company. The new employees can also enjoy tours of the sites, presentations of the site's health and safety rules, strong messages from management and the "Induction programme" e-learning modules. : tours of the sites, presentations of the site's health and safety rules, strong messages from management.

The Wel'com integration programme in France enables new recruits to become durably integrated into the Group. All the contributors to the integration process (manager, work team, HR, etc.) are involved and made aware of the importance of offering the best possible integration. While the public health crisis prevented us from organising a special event for our new recruits in 2020, all our new arrivals featured in a film that was broadcast throughout the Group.

Developing and cultivating skills

Individual development and progress interviews held each year in all of the Group's subsidiaries is one of the fundamental cornerstones of our human resources policy. The manager, the employees and the company have a shared



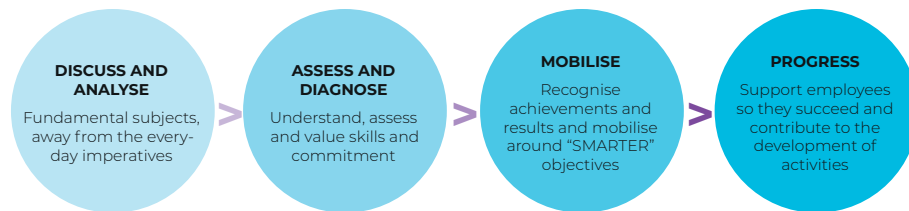
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A harmonised induction programme

The induction programme for new arrivals on the site has been improved. In an effort to harmonise the introductions given by each manager who organises tours of the site for new arrivals, large posters have been installed in the most strategic places, like the entrance to each building or the work zones. These posters recap the main safety rules and illustrate the measures that can reduce the risk of an accident. Consequently, it is difficult to forget the rules applying to safety, nondisclosure and good conduct, emergency instructions or protective equipment.

interest in this interview, because it helps to achieve four major objectives with the common goal of making individual and collective progress:



Sagemcom sees training as an investment for the future, a tool for improving economic performance and addressing social issues

Conducting these interviews allows us to control the Group's individual and collective skills through the implementation of concrete measures that support the professional development of our employees (training, individual action plan, professional development, etc.). In France, all of our employees also benefit from a biannual career plan interview, focusing on their prospects for professional development in order to enable them to actively take part in our own development.

Sagemcom sees training as an investment for the future, a tool for improving economic performance and addressing social issues. In addition, the ability to identify the skills needed to anticipate development and meet market and customer requirements is a key factor in competitiveness. Training is therefore a real lever for optimising the potential and performance of our employees. Every year, we devote a major effort to adapt, maintain and develop the skills of our employees. For example, in France, 3% of the annual payroll is spent on professional training.

We strive to ensure that our employees have access to fair and non-discriminatory training. We also pay special attention to employees who have not received training for three years, to support the employability and development of all our employees throughout their careers.

Despite the public health crisis, the Group's various subsidiaries kept up their efforts to deploy, or adapt, skills development plans that meet our needs. By way of example, our French subsidiary organised weekly training meetings to engage with employees, so that they continue to develop their skills through digital training. In our Tunisian R&D centre, the training courses in the curriculum for managers were adapted, so that employees could follow them, despite the health restrictions. Consequently, almost 200 managers continued to build up their skills.

In 2020, Sagemcom seized the new opportunities created by the latest reform of professional training in France by signing a workforce planning agreement,

under which employees and the company can use individual training accounts to co-build a professional career development project. Consequently, the co-investment individual training account was set up to encourage employees to co-construct training projects that meet Sagemcom's skills requirements, while also furthering their own professional development.

For several years, training schemes have been organised throughout the Group to assist and develop the teams from the different subsidiaries, whose interactions are becoming increasingly significant.

For example, remote 3P training sessions on Sagemcom's specific project management processes were organised for employees from the Tunisian (manufacturing and R&D) and French subsidiaries. Similarly, cash management programmes were delivered to our French and Tunisian teams in inter-subsidary sessions.

To help develop means of organising the R&D teams' work, a broad, bespoke training programme has been drawn up. The aim: to become an "Agile" organisation. As a result, different levels of assistance have been set up: making managers aware of this new organisational method, training teams, regular coaching to facilitate the transition towards the management of an Agile project, etc. Conscious of the effects on the organisation of work and collaborative methods, Sagemcom has naturally set up support for large-scale change. Initiated in France, this programme was then deployed at SS&T, starting in the summer of 2020. At the end of 2020, even if the programme is still being deployed, the investment has been considerable: nearly 380 trainees, more than 6,200 hours of training and some 30 training sessions organised in France and at SST.

Sagemcom also aims to strengthen their measures in favour of vocational training through the development of new learning systems and methods. One example is the "Sagemcom Smart Academy" e-learning platform that provides flexible access to digital training courses. After being deployed in R&D and manufacturing in Tunisia, the platform was introduced in France in 2017 and has gradually been made available to all the Group subsidiaries. This platform offers a number of advantages by broadening the training offer, optimising training resources, building individual skills development programmes, offering easier access to training, etc.

In order to maintain a high level of skill in their teams, Sagemcom is continuing to develop and drive our "Expert" community. Each year, an Expert Committee meets to select the employees who can join the community. The Experts are recognised for their skills in domains that are key to Sagemcom. They play an important role in the distribution and sharing of their knowledge (especially via internal training), in innovation and also in advising and supporting the teams or even influencing the Group. In 2020, R&T sponsored the launch of a major initiative to galvanise the Experts community in order to heighten its standing and to develop more synergies between the Experts. A broad range of actions were taken, from working groups to develop strategic expertise, to a large-scale communications plan to promote and recognise the Experts in the Group and various events (seminars, regular meetings) attended by the Experts. 2020 also saw the designation of our first Expert from an international subsidiary.



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Encouraging and diversifying careers in the Group

To retain our employees, we support them throughout their career within the Group, by offering them rich and rewarding careers, a policy has encouraged our employees' attachment to Sagemcom.

The publication of a job mobility charter has made it possible to define the policy targeted by the Group in this area. Mobility promotes creativity and greater dynamism in our business, opens up business units and mixes professional experiences and backgrounds conducive to the development of our organisation and the women and men within it. Now, all vacancies are open to internal candidates and are published on our vacancies site, which can be accessed by every employee.

This information was completed by the setting up of a recruitment/mobility committee to facilitate and supervise the careers of our employees within the Group. France has set itself the target of filling one third of its vacancies through internal mobility. In 2020, this commitment was widely exceeded as 46% of vacancies were filled internally.

In addition, employees can indicate their wish to change jobs, both within the Group and its subsidiaries, be it cross-company, vertically or geographically, during their individual assessment and progress interviews and/or, for employees working in France, their professional interviews.

Sagemcom also supports the diversity of professional careers by promoting its "Experts" career path, alongside the managerial path. It allows us to recognise the expertise and acquisition by certain employees of specific skills in a key area for the Group. Our Experts benefit from the recognition of their skills through the transmission of their knowledge and their role as company representatives and, in return, the Group capitalises and invests in areas of strategic expertise which contribute to its performance.

Sharing and uniting

Sagemcom's policy is also reflected by the awareness-raising, sharing and cohesive measures designed to bring employees together.

For example, a certain number of measures are implemented throughout the year to promote the understanding of the Group's strategy in all of our employees, to support Sagemcom's values and foster the collective dynamic.

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These actions encourage everyone to engage in the implementation of our strategy and support the growth of the Group.

Corporate headquarters holds six-monthly meetings to present the results and strategic directions to all the employees. Despite the public health crisis, these twice-yearly meetings continued in innovative remote formats. New online and video format were adopted that foster discussions between employees during a period that witnessed many lockdowns all over the world. Online team-building exercises, comparative employee portraits and a new Instagram account that looks behind the scenes at our head office all helped to develop new modes of communication that will remain in place in the years to come, offering our employees an opportunity to meet one another. Elsewhere, numerous federating events are organised in the subsidiaries.

For example, our US subsidiary organised a Christmas party for its employees. On our Taden manufacturing site, the MEI Awards were given to employees who proposed the best innovations that favour collective and responsible well-being and help to strengthen a team spirit (for example, designing and building outdoor tables and benches by recycling unused pallets for use during breaks). Finally, during the pandemic, all of Sagemcom's employees contributed to a mosaic of portraits that illustrates the power of teamwork.



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Dialogue between management and labour as a vector of sustainable social support

Through this social dialogue, the Group strives to find the optimal balance between the needs of the company and the interests of employees, in order to better support the development of its activities and the people who contribute to them.

The last few years have been marked by a particularly rich social dialogue.

In 2020, a new record was set with the signing of no fewer than eight corporate agreements (home-working, workforce planning, work-private life balance, effective wages and working hours, holidays, etc.), despite the remote negotiations imposed by the social distancing rules due to the health crisis. The implementation of various agreements and action plans continued (diversity, psychosocial risk prevention plan, generation contracts, etc.). These agreements and action plans are the subject of a specific communication in the "Social dialogue" section of the intranet, allowing employees to consult them at any time, and are followed up each year, at which time the adjustments to be considered and the progress obtained is shared within the framework of a monitoring committee.