



# 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.



**W**e 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, several years ago, we adopted an initiative to develop our 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. Sagemcom's recruitment month event was publicised on social media to advertise the vacancies in our different subsidiaries as part of a recruitment drive. In Hungary, the use of the DreamJobs platform 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. In addition, head office launched a number of initiatives to improve our employer brand that were also implemented in our subsidiaries, 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.

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In 2021, our Group's efforts were rewarded by its recognition as one of France's best high-tech employers for the second year in succession.

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 were entered with certain schools and numerous actions were organised, including forums and round tables, after-works, receptions and conferences.

Sagemcom also signed its first chair with the ISEP digital engineering school by sponsoring its software curriculum. Our Group is also part of a partnership with CentraleSupélec, which has enabled it to attract some excellent profiles. The Group also supports the professional training week organised by the Junior Entreprise of ECE Paris-Lyon, where it participates by giving students helpful advice (how to write a resume, interviews and recruitment, knowledge about its business activities, etc.). Numerous open days were organised in the schools and faculties in Tunisia.

Events such as the "Projet d'entreprendre" challenge, organised in partnership with Tunis Sup'com, also helped to support the Talents policy and to develop Sagemcom's brand as an employer.

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, Sagemcom organises training in partnership with "À Compétence égale" and has updated a guide "Put your recruiter expertise to 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.

In 2021, "À Compétence égale" also audited Sagemcom's entire recruitment process as part of a continual improvement initiative and to reach exemplary standards at every stage of the process and in its recruitment tools.

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.

Sagemcom organises various events to attract interns and candidates for work-study placements. By way of example, the "Meet and Match" event offered an opportunity to the Talent team on Rueil-Malmaison Campus to meet the future engineers from the EPITA. In addition, a quiz involving some fifty Masters undergraduates from leading engineering schools was organised to promote Sagemcom and to present the different internship and work-study opportunities.

In 2021, Sagemcom's French subsidiaries recruited 50% of the youngsters at the end of their work-study programme or internship.

Our R&D centre in Tunisia opened the "SS&T Campus" several years ago. 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. Since the SS&T Campus was created, it has trained almost 120 people, in two classes per year. After their two months of training, 95% of the youngsters were recruited on permanent contracts by the R&D teams in Tunis.

In 2021, our Chinese subsidiary followed the example of the "SS&T Campus" by opening a new in-house university to train students before they join our teams. A six-week training programme, including team-building training and sessions, develops the skills and cross-functional performance of these young graduates, while also nurturing their sense of belonging to Sagemcom.

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.



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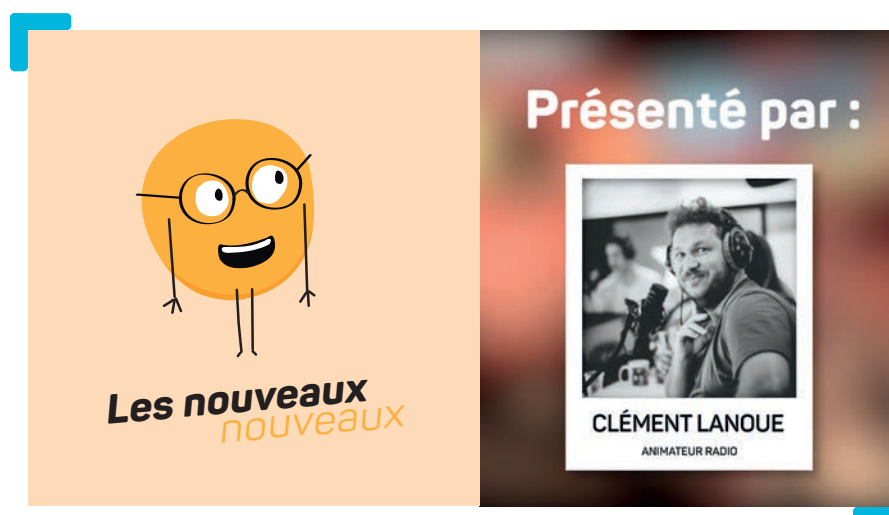
Our production plant in Tunisia organises integration dinners to celebrate the arrival of new employees and to share our values and strategic priorities. It is also an opportunity to look back at their integration as part of the continuous improvement process.

As part of its efforts to receive new recruits under the best possible conditions, our Taden site designates mentors who accompany our new recruits, as they take their first steps in the company. The new employees also take guided tours of the site, attend presentations of the health and safety rules on the site and the key messages from management, and follow e-learning modules as part of their induction process.

The Wel'com integration programme in France has been upgraded to enable 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.

A new internal training course has been created to present the Group, our activities and our organisation, so that our new talents hold all the keys required to understand how Sagemcom functions and to start their new jobs under the best possible conditions. Tours of our showroom and our laboratories are also organised to present our products and test facilities in a concrete manner. The "Nouveaux nouveaux" radio broadcast is a new, made-to-measure concept developed by and for Sagemcom to introduce and welcome our new arrivals, despite the restrictions on physical interaction imposed by the COVID pandemic. In this radio broadcast, around ten new recruits are invited by the host to take up new challenges, get to know their colleagues and spend some fun time together. The radio show is followed by a dinner for all the participants, who must remain socially distanced, to continue their discussions, form professional bonds and develop a team spirit.

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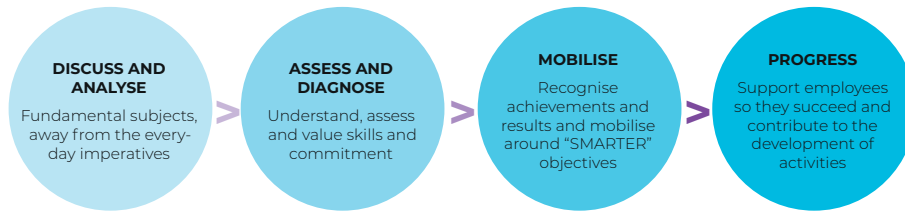


In 2021, our Tunisian R&D centre organised 22 induction sessions, featuring a presentation of SS&T, the promotion of our values, a tour of the company and a welcome ceremony. Our Tunisian subsidiary takes great pride in optimising the induction of its new employees.

### **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

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



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.

In 2021, more than 220 training sessions were organised in our R&D subsidiary in Tunis to develop the employees' skills in different fields: technical, business, management, soft skills, quality, health and safety at work, etc. In addition, as part of its "Responsible Manager" training programme, SS&T trained more than 85% of its managers, who appreciated the quality of the programmes on offer with a 90% satisfaction rate.

Our Italian subsidiary also set up a training programme specifically for its managers. Organised in two phases, this programme works on the improvement of communication skills in order to increase managerial impact, and on the development of leadership skills.

2021 also saw the launch of Smart Academy, a new e-learning platform for all the Group's employees. The new tool mainly offers made-to-measure digital modules that allow for more agile training on a Group-wide scale. 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.

The launched of Smart Academy coincided with the deployment of a broad online training campaign on cybersecurity. Launch jointly by Group HR and the Information Systems Security department, the campaign trained



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every subsidiary in the risks of cyberattacks. This new e-learning platform is also a powerful means of facilitating the induction of new employees at Sagemcom, like in Hungary, for example. Modules dedicated to new arrivals enable them to discover the Group, our products, our project management methods, etc.

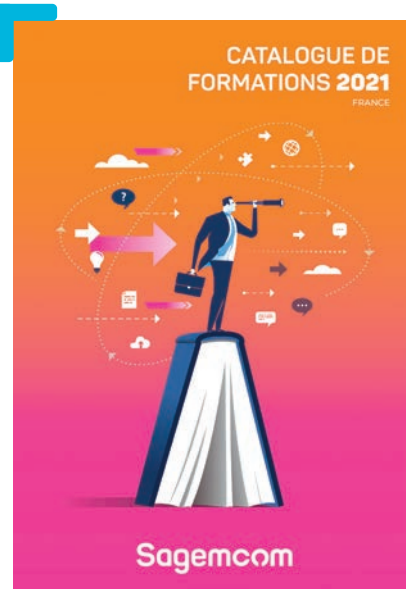
In 2020, Sagemcom seized the new opportunities created by the latest reform of professional training in France by signing a workforce planning agreement, under which employees and the company can use individual training accounts to co-build a professional career development project. The co-investment training accounts were opened to encourage employees to co-build training projects that meet Sagemcom's skills requirements, while also contributing to the professional development of the beneficiaries.

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. Our French and Tunisian teams also followed Cash Management training as part of inter-subsidiary sessions.

To help develop means of organising the R&D teams' work, a broad, bespoke training programme has been drawn up with a view to introducing 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. The deployment of this programme is still in progress.

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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. R&T is sponsoring a major project to vitalise the Expert community in order to heighten the profile of the community and to develop synergies between the Experts. Various actions have been taken: working groups are developing strategic



forms of expertise, a broad communication plan is promoting the profile and the reputation of the Experts in the Group and the Experts themselves are attending various events, including seminars, regular meetings and Techdays, and a new “A word from the Experts” column is regularly published.

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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. This policy encourages 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 recruitment/mobility committees 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. As in the preceding years, in 2021, this commitment was widely exceeded, as 44% 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.



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.

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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. The team-building “musical” for the Group’s sales force teams, organised remotely due to the pandemic, is one illustration of these federating events. They were all invited to flex their vocal chords by singing “Don’t worry, be happy!” together.



### **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.



*An Instagram account was opened to take a look at life behind the scenes at our head office*

The last few years have been marked by a particularly rich social dialogue. Social dialogue was maintained permanently, despite the public health crisis and the restrictions imposed by social distancing. Certain meetings, including negotiations in particular, were even held remotely. An ad hoc committee of the Social and Economic Committee (CSE) was set up in France to maintain regular discussions with staff representatives about the health situation and all the measures taken by the Group.

At the corporate level, the implementation of the various agreements and action plans continued (diversity, psychosocial risk prevention plan, manpower planning, home-working, work-life balance, etc.). They 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.