



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.

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NEARLY 5,000
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THE WORLD OVER**

BUILDING ON OUR CULTURAL DIVERSITY

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

Sagemcom has nearly 5,000 employees in some 50 countries the world over, 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. Although we share 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 male sector (the rate of feminisation in the scientific or technical sectors that we need is generally no greater than 20%), the purpose is to make diversity a reality at every level in the company. Even though the rate of feminisation of our international workforce has increased and now stands at 44%, 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.

For several years, the Group has implemented a proactive policy for professional equality between women and men. This policy is based in particular on dialogue between management and labour and the signing of company agreements, such as the 2016-2018 three-year agreement on the promotion of professional equality between women and men. It covers five types of measures: the sustainable integration of professional equality in the culture of the Sagemcom Group, access to employment (hiring and internal mobility), remuneration policy and equal pay, careers (training, professional promotion) and the search for a balance between professional activity and personal life.

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. Our site won the FACE award in 2016. Every year, the proportion of female graduates recruited by our R&D centre in Tunisia increases (36% of women hired in 2017 and 41% in 2018).

* 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 portraits 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.

Since the fight against all forms of direct and indirect discrimination and exclusion is central to the promotion of diversity and equal opportunities, a company agreement on this theme was signed in 2018.

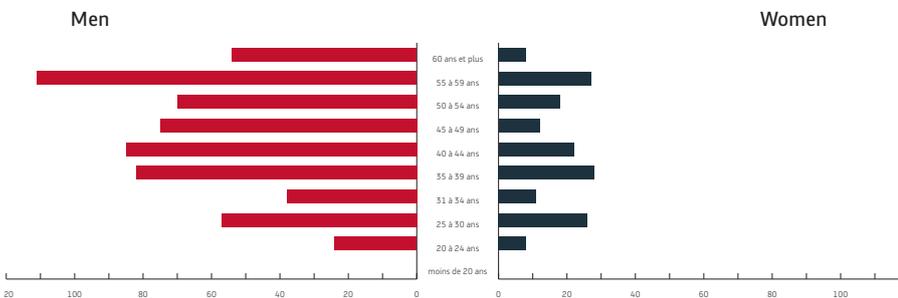


Moreover, Sagemcom confirmed its commitment to the fight against discrimination by joining "A compétence égale". This organisation, which is engaged in the fight against all forms of discrimination in recruitment and in the promotion of diversity in the work

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 26% of senior staff in French companies, we must prepare for employment and generational changes. 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 has been formally made in the 5-year "Contrat de génération" company agreement for 2017-2021, through which Sagemcom intends to actively pursue a policy to keep senior employees in work by taking measures that maintain their engagement and their motivation in their professional activity during the final years of their career. For example, almost 20% of training hours were allocated to senior employees in France in 2018.

At the same time, our talent identification and knowledge and skills transfer systems are based on our "Experts" pathway, which includes 24% of senior employees.



Age pyramid 31/12/2018 (scope: Economic and Social Policy Unit)

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



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keep them there. An agreement signed in 2018 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.

This commitment also takes the form of local initiatives, including Sagemcom's support for 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.

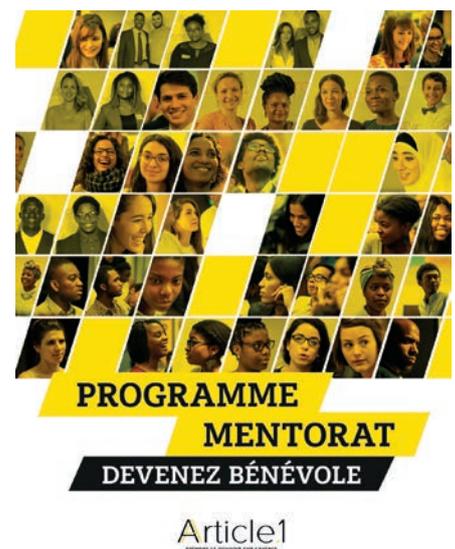
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SPARKING VOCATIONS AND SUPPORTING EQUAL OPPORTUNITIES

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.

For example, for nearly 10 years, Sagemcom has supported Article 1, an NGO that promotes the occupational integration of young people from underprivileged backgrounds. It promotes employment abroad and provides support to fund studies and integration through employment. Sagemcom is one of the organisation's main partners, alongside SFR, Orange, Alcatel Lucent and Nokia.



In 2018 in France, some twelve mentors coached young people in their studies to facilitate their academic success and integration through employment. This regular support is supplemented by occasional special events, including company visits, the participation of the mentors in mock juries for students preparing their entrance exams to top universities, "live my life" days at Sagemcom, active recruitment campaigns to attract new volunteer mentors, etc.



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.

As well as taking part in this competition, Sagemcom also organised a company visit in 2018 as part of the national Science Factor day. It was an opportunity for some thirty high school students to visit the campus in Rueil-Malmaison, where they were introduced to our activities and products and discovered our scientific and technical professions.



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.

In 2018, seven youngsters from the IVB scheme, or 30% of the total number, were hired in China, the United States and France.

**IN 2018 IN FRANCE,
SOME TWELVE
MENTORS COACHED
YOUNG PEOPLE IN
THEIR STUDIES TO
FACILITATE THEIR
ACADEMIC SUCCESS
AND INTEGRATION
THROUGH
EMPLOYMENT**