



SUPPORT FOR EMPLOYEES



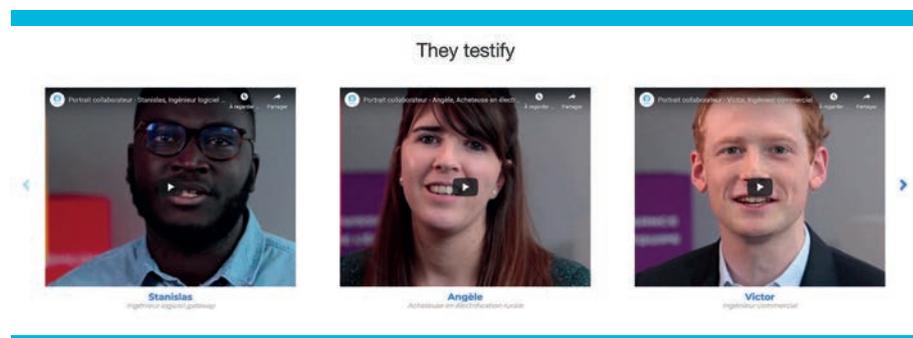
Caring for our employees and supporting them in their professional development throughout their careers within the Group means ensuring their motivation and professionalism in support of the growth of our activities.



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 presence on social media 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, the dissemination of profiles of Group employees on social networks has allowed us to promote the possibility of pursuing rich and varied careers within Sagemcom.



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

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

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. Hence, partnerships with certain schools have been set up and numerous initiatives organised: participation in forums or round tables, visits to the company, speed recruiting or even evening outings to the cinema.



Sagemcom has welcomed students from the Centrale Supelec engineering school

On October 30th 2019, Sagemcom received a visit from students from Centrale Supelec to its Rueil Malmaison campus.

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 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.

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 2019, Sagemcom’s French subsidiaries welcomed almost 100 people into work-study programmes and internships. A quarter of them were hired after their work-study programme or internship (vs. 10% in 2018).

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.

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 continual improvement process.

In 2019, our site in Taden, wishing to welcome these new recruits in optimal conditions, worked to improve their integration course, with tours of the site, presentations on the health and safety rules on-site, strong messages from the managers, etc.

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. In addition, an annual “Promo” event is organised in honour of the employees who arrived the previous year. In 2019, a cooking challenge was organised for new employees and the Management Committee, providing an informal opportunity to talk, challenge and show team spirit.



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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, non-disclosure and good conduct, emergency instructions or protective equipment.

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. In France for example, 3% of payroll is set aside each year for professional training. In 2019, nearly 70% of employees benefited from at least one training course.

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.

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.

France and our R&D centre in Tunisia have both launched a "Responsible Management" course to help and improve the professionalism of managerial

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practices. These two courses have been drawn up with perfect consistency to respond to the issues and objectives of the Group, while adapting their content and their pedagogical approach to the local context. This modular programme allows every manager to personalise their training course by choosing the programmes that best suit their needs.



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 on-the-spot 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. At the end of 2019, even if the programme is still being deployed, the investment has been considerable: nearly 250 interns, more than 3200 hours of training and some 40 days of coaching.

Sagemcom's investment in skills development is also illustrated by other local initiatives. On our manufacturing site in Taden for example, "Lean" practices are disseminated thanks to the 7Shapes School, an educational 3D video game showing daily scenes and actions within the plant. In a game-like virtual environment, teams discover the main "Lean" principles, which use collective intelligence to boost diversity.

In Tunisia, our manufacturing site part finances some employees' engineering studies. A win-win initiative which enables the stakeholders to develop and evolve within the Group and Sagemcom to make their employees more professional in order to gain new skills.

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 skills in their teams, Sagemcom is continuing to develop and drive our "Expert" pathway. Each year, an Expert Committee meets to select the employees invited to join the pathway. The Experts are

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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.

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 2019, this commitment was widely exceeded as 45% 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 human resources policy is also reflected in 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 by all of our employees, 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. Elsewhere, numerous federating events are organised in the subsidiaries.

Every year, SS&T invites its employees to take part in a family day. Employees and their families come together to share a pleasant moment with their colleagues, partners, parents and children.

In France, several events marked 2019. Notably, a giant "Guess Who" was played at the summer party. All the employees on the Rueil-Malmaison campus took part in the game and found themselves in a friendly atmosphere.

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

Through that social dialogue, the Group strives to find the best 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 it.

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

At a corporate level, a wide range of agreements and structuring action plans have been signed and implemented (diversity, the right to disconnect, effective wages, working time, remote working, psycho-social risk prevention plan, generation contract, 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.

Our Taden manufacturing site introduced a single staff delegation that combines the various instances (staff representatives, health and safety committee, works council). In 2017, this single staff delegation worked with management on the deployment of an action plan to prevent psycho-social risks that was adapted to the local situation. The results of the plan are assessed every year by a monitoring commission.