





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 mix 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 5,500 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 upon 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 skills development 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.

Considering that professional equality between men and women is a vector for collective performance, Sagemcom continued its measures for raising awareness 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 (38% of those recruited in 2020).

**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. This was the case in the April 2020 issue of ComIn, which contained a complete article illustrating the commitments the Group has made in this field and restating that diversity is a deep-rooted principle in Sagemcom's culture.

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.

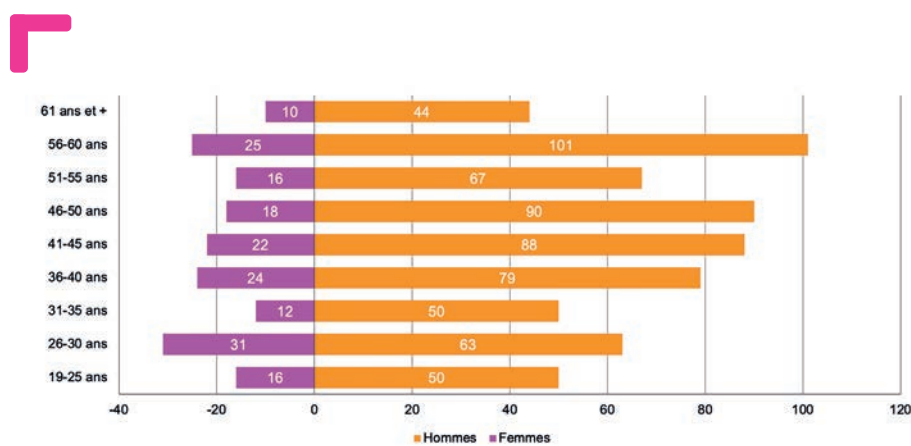
Sagemcom has asserted its commitment to fight against discrimination by being one of the first companies to join the "À compétence égale" initiative.

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 continuous improvement. Sagemcom has also signed the "À 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 25% 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 2020, the proportion of young staff in France more than doubled, from 9% to 19%. 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, whose measures were included in a long-term workforce planning agreement signed in 2020, because the generation contract system was legally withdrawn. In this agreement, Sagemcom promises to pursue an active policy to keep seniors in the workplace by recruiting senior employees (4% of hires on permanent contracts over four years) and through internal mobility (in 2020, 15% of internal transfers involved senior employees), training, etc.



Integrating people with disabilities and keeping them in the workforce represents another major challenge for Sagemcom



Age pyramid 31/12/2020

At the same time, our talent identification and knowledge and skills transfer systems are based on our "Experts" pathway, which includes 29% of senior employees.

Integrating people with disabilities 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 commitment to welcoming every talent and to providing appropriate support for employees with special needs by taking actions to support the integration of people with disabilities 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 people with disabilities and support for employees who take care of a disabled person. Some examples illustrating these commitments: all the employment offers published in France mention "Sagemcom, a company that welcomes people with disabilities," disabled employees have been kept in their jobs thanks to special conditions, alternating working from home and on-site. Every year, Sagemcom supports the European disability employment week and a partnership with companies from the protected work sector has been signed to sort and recover waste on the Rueil-Malmaison Campus (an initiative which is both an inclusive 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.

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.

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 2020 in France, fifteen volunteering employees committed to helping young people as part of different Article 1 programmes.



This commitment proved to be essential during the public health crisis, which amplified social inequality and the situations of insecurity and isolation faced by students.

Sagemcom also became actively involved in a new partnership in 2020 with the “Elles bougent” association, which encourages female high school students to study the sciences. Sagemcom is working to raise awareness amongst female high school students of scientific studies, because women are under represented in the technical universities that we consult in order to attract the best talents and promote diversity. In particular, Sagemcom took part in the 100% female recruitment forum organised by “Elles bougent” at the start of 2020.



The personnel of Sagemcom Tunisia also organised a charitable operation for deprived families.

Our R&D centre in Tunisia has joined the ELIFE* programme that is working to reduce inequalities between young people, to make them more employable and to develop their skills, especially in digital technology. Thanks to ELIFE's programmes, 10 technology centres for young Tunisians have been built in the most marginalised and underprivileged regions of the country. Five graduates from the ELIFE programme have joined the Energy & Telecom validation staff at SST.

In addition, our Tunisian subsidiaries launched a range of initiatives in 2020 to help people in need. For example, the charitable operation “100 cartables 100 écoliers” enabled funds to be collected to distribute school equipment to deprived pupils. For six years, the employees of our Tunisian R&D centre have been showing great generosity in supporting this initiative in favour of equal opportunities.

The personnel of Sagemcom Tunisia also organised a charitable operation for deprived families. In May 2020, 50 families living in the vicinity of our Ezzahra and Ben Arous sites each received a food parcel to help them to celebrate the end of Ramadan in a fit and proper manner.





Similarly, the “craft bazaar” organised by our Tunisian R&D centre helps to support local traders, an initiative that was all the more important during the public health crisis.

Finally, Sagemcom intends to continue its commitment to facilitating the integration of young people into the world of work by recruiting young interns and students on work-study programmes. Our Campus in Rueil-Malmaison kept all its youngsters on internship and work-study contracts, representing almost 100 students in 2020, despite the public health crisis.

Rich and individualised career paths to discover our different activities are on offer to young people by implementing a policy adapted to their integration and support. The internship and work-study programmes are also a means of attracting, recruiting and developing the best talents.