



THE COVID-19 PANDEMIC: MANAGING A HEALTH CRISIS

In keeping with its values, Sagemcom demonstrated great agility, right from the first signs of the pandemic in January 2020, in an effort to pursue its business activities, while also protecting the health and safety of all its employees, on every site, in every field of activity and irrespective of their working conditions.

The health crisis started in China, then spread westwards, gradually impacting our various subsidiaries. Right from the beginning of 2020, Sagemcom took measures to protect all of its employees. At every step of the spread of the crisis, lessons were learned and best practices were shared, so that complementary measures could be taken in the impacted subsidiaries. The adaptation and improvement of our action plans were guided by the key notion of responsiveness in the combat against the pandemic.

The management of the health crisis was organised on different levels. Three crisis teams were set up at head office, with the top priority of protecting the health and safety of our personnel:

- a central committee, tasked with defining the measures to be taken to guarantee business continuity;
- a production plant committee, tasked with maintaining the industrial production of our products;
- an R&D committee, tasked with guaranteeing the performance of our R&D teams.

These teams, which met every day, showed great agility in the adaptation of the measures deployed in order to maintain our means of production and our business activity, while protecting the health and safety of our employees at the same time. In parallel, local crisis management teams worked with the central committees to adopt a highly practical approach to the actions to be taken. This modus operandi demonstrated Sagemcom's outstanding capacity to operate as a team and to uphold one of the Group's five values: the power of teamwork.



By way of example, steering committees were formed on our sites in Tunisia to draw up a prevention protocol. Numerous actions were taken to protect the health of our employees: taking their temperature on their arrival in the plants, organisation of flows, separation of workstations with Plexiglass screens and social distancing in the communal areas (canteens, changing rooms). Sagemcom Tunisia received the Apave Group's Safe and Clean label, following an audit that analysed the methods and processes deployed. This certification

rewarded all the measures taken and applied by everyone in response to the risks incurred by COVID-19.

Many measures were taken to protect the health and safety of our employees.

First, several actions were taken to ensure that the preventive measures were adopted. One example is social distancing, which involved rearranging work spaces and adjusting the number of people permitted in each space. Certain offices were closed and limits were introduced to reduce interactions, etc.

Anyone who had come into contact with the virus was isolated and protective measures were introduced for the most vulnerable.



Meeting rooms were rearranged to limit the number of places and to obey the social distancing rules.

Sagemcom's management decided to distribute protection kits on all the Group's sites, containing masks and a hand sanitiser, as well as specific equipment for the production plants, such as goggles and gloves, in order to protect its employees against the virus.



One-way systems were set up on the sites to limit fleeting contacts in corridors and communal areas,

In the canteens, where hygiene is paramount anyway, access to the self-service areas and the eating areas was strictly regulated.

New limits were introduced to restrict the number of persons present at any one time, and the Group's IT department developed computerised solutions, that were made available on the intranet, to make access to the canteens as smooth as possible

The company canteens adapted their offer and takeaway meals were also made available. A food truck set up shop in the car park on the campus in Rueil-Malmaison, and outdoor eating areas were made available, so that employees could enjoy their meals in the open air.



The means of organising work were also reviewed in order to respect the necessary social distancing measures. Working hours and the sizes of the shifts were adapted in our production plants in order to limit physical contacts. Wherever possible, home-working was introduced for our staff working in offices. On the campus in Rueil-Malmaison,

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more than 90% of employees were eligible for temporary home-working. In our R&D centre in Tunis, home-working was supplemented by shift-working, in which two teams each took their turn, one in the morning and one in the afternoon, in order to limit interactions. As part of its home-working programme, Sagemcom paid very close attention to maintaining social ties and protecting the mental health of its employees.

Sagemcom also responded to the health crisis by adjusting its business travel policy, in order to protect the health of its employees. As soon as the first signs of the pandemic appeared, all travel and all visits were banned. Then, the business travel destinations were subjected to greater scrutiny on a case-by-case basis, and even essential travel required prior and compulsory authorisation. This monitoring process also included the systematic verification of the trips made by persons from outside the Group, who were authorised to visit our sites on an exceptional basis.

The deployment of all these measures was accompanied by a broad Group-wide and local communications campaign. In such uncertain times, it was essential to inform, reassure and support all our employees. Numerous in-house messages were sent containing information on the measures taken and the instructions to be followed in order to protect everyone. Remote conferences were organised with both managers and employees to inform them of the protective measures to be taken, but also to keep them informed of the latest news about the Group and its activities. Posters, guides, tutorials and awareness-raising materials were also made available to support our employees during this difficult period.



Despite the pandemic, dialogue was maintained with the staff representatives, who were also involved in taking the actions to protect Sagemcom's employees. Weekly ad hoc commissions were set up to inform and consult the staff representatives of the measures taken and any possible adaptations. All the scheduled negotiations with the staff representatives were held, even if some of them were held remotely. In France, 2020 saw the signing of a record-breaking eight company agreements! In addition, all the annual commission meetings that monitor our ongoing agreements were held.

In addition to these Group-wide measures, a number of local initiatives deserve to be mentioned.

In Brazil, sessions were organised to raise awareness of the preventive measures amongst employees, who were rewarded with a health diploma. Daily actions were taken to reward and motivate employees and to protect their mental health, as our Brazilian subsidiary was hit by the full force of the pandemic. This support also extended to the ecosystem of our Brazilian subsidiary, which shared its measures to protect health and best practices with the neighbouring factories.

Psychological support was provided on our four sites in Tunisia to help employees in difficulty. This support was provided in two ways: collectively, to raise awareness of preventive measures and their consequences on the team, and individual support for any employees that requested it.

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The occupational health authorities organised COVID-19 awareness workshops to inform employees of the modes of transmission, the clinical symptoms and to answer their many questions.

In Hungary, where home-working was deployed on a large scale, health kits were sent to the employees' homes, so that they had all the necessary equipment to occasionally return to their workplace in safety.

New training systems were introduced on the campus in Rueil-Malmaison to overcome the impossibility of organising classroom sessions, due to the necessary preventive measures and social distancing rules. Employees who wanted to continue to build their skills were invited to attend weekly training events that were organised using a broad range of digital solutions.

An air change system was installed in our Italian plant to improve working conditions and protect the safety of our employees. Social distancing measures were introduced (employees were required to remain at a certain distance, shift working hours were organised to alternate the teams and limit contacts), all the workstations and offices were disinfected once a week and outdoor sessions were organised to teach employees how they should behave in order

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to minimise the risks. The employees of our Italian subsidiary expressed their gratitude by sending a message of thanks to site management for providing safe working conditions that enabled the production activity to continue throughout the public health crisis.

The pandemic also sparked movements of solidarity throughout the Sagemcom group. First, solidarity within the Group, by sharing measures to protect health and best practices, by one subsidiary sending equipment (and masks in particular) to another subsidiary faced with shortages, and by adapting our means of industrial production in order to continue our activity (when China was struck by the pandemic, Tunisia took over the manufacturing activities, and vice versa). This solidarity also extended to the ecosystem in which Sagemcom operates. For example, masks were donated to the public health services in Tunisia, China and France.

In 2020, Sagemcom Tunisia, represented by Director of Industry and Logistics, Bruno Cosnier, and Dr. Ayda Lamoum, Head of Occupational Health for our Tunisian sites, organised two donations for the Tunisian Ministry of Health. More than 200,000 surgical masks, 20,000 FFP2 masks and 100 contactless thermometers were donated in order to protect healthcare workers during the COVID-19 pandemic.



The Tunisian Ministry of Health expressed its gratitude at a ceremony for the generous donors, during which the occupational health team, led by Dr. Ayda Lamoum, received a certificate in recognition of the support that the State received in its fight against this crisis.

Sagemcom's employees also responded massively to the calls for donations for the most underprivileged. The staff at HQ in Rueil-Malmaison showed their generosity by taking part in a collection of "solidarity baskets" for deprived people. In December 2020, 114 Christmas boxes were prepared and donated to the "Secours Populaire" and "Restos du Coeur" charities in the Paris region.



Finally, the Group continued to support the NGOs that it has been helping for many years, including "Article 1", which offers help to students living in insecure conditions due to the health crisis.

In Tunisia, Sagemcom helped educational establishments in their combat against the spread of COVID-19 by organising an operation to disinfect schools in the vicinity of the two Tunisian production plants.

This pandemic produced a sense of uncertainty and instability all over the world. But Sagemcom responded with agility, reactivity and team spirit. Our

means of production remained intact and the Group's activities were able to continue, so that we were able to service our customers, our top priority, while also protecting jobs and the health and safety of our employees.

