





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 6,500 employees in some 50 countries around the 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.

The diversity of our employees is a source of innovation, enrichment and 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.

In this respect, our R&D centre in Tunisia is exemplary, since it recruited 44% of women in 2021, thereby progressing towards parity.

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 covers 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.

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.*



Sagemcom's Italian subsidiary, which has an ambitious "Diversity, Equality and Inclusion" policy, reaped the fruits of its efforts in June 2021, when it received the 2021 Women Value Company award.

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.

In addition, communication campaigns in favour of diversity are rolled out on a frequent basis. During the 2021 sustainable development week, the HR department organised a podcast for Group employees to discover and

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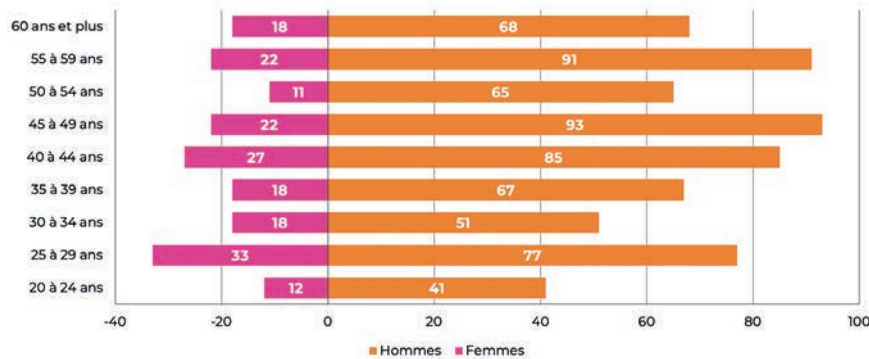
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recognise all the measures taken in favour of diversity and inclusion. The International Day of Women and Girls in Science, organised by the United Nations to promote access and the full and equitable participation of women and girls in science was broadly supported and promoted by the Group. Finally, a whole week, not just one day, was devoted to women's rights in 2021. 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 and throughout the careers of our employees.



In 2021, our Talent teams also shared their expertise by volunteering to chair the coaching sessions organised by "À compétence égale" for students, to teach them how to write a resume that highlights their skills.



Age pyramid 31/12/2021

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 2021, the proportion of young staff (under 30 years old) in France more than doubled, from 9% to 21%. 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 was initially and formally made in a 5-year "Contrat de génération" company agreement, whose measures

were included in a workforce planning agreement signed in 2020 to make them applicable in the long term, since the "Contrat de génération" was annulled by law. Under the terms of this agreement, Sagemcom will pursue an active policy in favour of keeping seniors in work, by recruiting senior employees, internal transfers, training, etc.

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 by our Group 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 Week for the Employment of People with Disabilities. This support takes the form of a partnership signed with companies in the protected work sector to sort and recycle waste on the Rueil-Malmaison Campus, as part of an initiative that is both socially inclusive and environmental.

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

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 and helps to fund 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 more than ten years, an NGO who supports the integration of young people from underprivileged backgrounds into the workplace: Sagemcom is one of this NGO's leading and long-standing partners.

In 2021 in France, some 20 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. For two weeks, Sagemcom also hosted the “Visages” exhibition proposed by Article 1 to raise employee awareness of diversity and equal opportunities. During this exhibition, the portraits of our mentors were displayed alongside the portraits of the young people supported by the NGO.

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Sagemcom also widely promoted the new “Demain” short mentoring programme launched by Article 1 in 2021, whose slogan is “Meetings can change a destiny”.

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. Sagemcom also took part in the recruitment forum “Réseaux et carrières au Féminin” organised by “Elles bougent” at the beginning of 2021.

Our Tunisian subsidiaries launched a range of initiatives in 2021 to help people in need. For example, the “100 cartables pour 100 écoliers” and the “100



coffins pour 100 familles” campaign raised funds to pay for school supplies and cots for underprivileged families. For about 10 years, the employees of our Tunisian R&D centre have shown great generosity in supporting this initiative in favour of equal opportunities.

The Rueil-Malmaison Campus has launched a number of initiatives in support of equal opportunities. For example, a collection of charitable boxes for underprivileged students was organised to help young people living under insecure conditions that have been worsened by the pandemic.



The Group's sales force also took part in a charitable team-building challenge in support of an NGO of their own choice. Sagemcom donated the results of this exercise to UNICEF. Finally, Sagemcom sponsored discussions on inclusion and CSR on its 10th anniversary in order to position the company at the heart of social, societal and environmental transitions.

Sagemcom's employees also responded massively to the calls for donations for the most underprivileged. The employees at headquarters in Rueil-Malmaison generously contributed to a collection of toys for underprivileged families in the Paris region. In December 2021, numerous toys were donated to "Aide aux Mères et aux Familles à Domicile" and to Rueil-Malmaison town council, which took charge of distributing them between the charities in the town, including the local branch of the "Secours Populaire".

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