


# SUPPORT FOR EMPLOYEES

A close-up photograph of a hand holding a white puzzle piece. The hand is positioned in the center-right of the frame, with the thumb and index finger gripping the piece. The background is a soft-focus mix of purple and blue tones. A large, semi-transparent purple shape overlaps the top-left corner of the image, containing the text 'SUPPORT FOR EMPLOYEES'. A small, solid blue horizontal bar is located below the text. At the bottom, a white rectangular box contains a paragraph of text.

Caring for our employees and supporting them in their professional development means ensuring their motivation and professionalism in supporting our business.



Professional development throughout their careers within the Group  
in support of the growth of our activities.

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**W**e 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, several years ago, we adopted an initiative to develop our employer brand in order to encourage the best profiles, particularly among young people, to join the Group. That led to numerous actions throughout the Group.

For several years, our Group has been working hard to strengthen its employer brand and to attract highly coveted profiles. To do that, a number of initiatives have been launched by our head office and taken up across

our subsidiaries to boost our attractiveness: the Sagemcom Inside Instagram account showing life behind the scenes in our Group with a laid-back approach; passing on and sharing job, internship and work-study vacancies on social media; extension of the LinkedIn and Welcome to the Jungle offer; and participation in a variety of events at schools and universities (forums, round-table discussions, partner days, and so on).

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In 2023, our Group’s efforts were rewarded by its recognition as one of France’s best high-tech

employers for the fourth year running.

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. Partnerships were entered into with some schools and numerous actions were organised, including forums and round-table discussions, student lunches, etc. In the same vein, our Group established a partnership with CentraleSupélec, which enables it to attract some excellent profiles.

Our Tunisian subsidiaries have also established close partnerships with the best schools, in order to extend the recruitment pool.

Our subsidiary Sagemcom Tunisia built ties with Centrale polytechnique to help bridge the gap between the academic world and the world of work. Students from this prestigious academic institution were invited to tour the company, and given an opportunity to engage in some inspiring discussions, visit our production workshops and find out more about the range of professions in our industrial sector.

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



**CentraleSupélec**

"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.

Every year, Sagemcom launches recruitment campaigns for interns and work-study students, and organises a number of events to attract young people. Guides describing the different internship and work-study opportunities are distributed to a large audience, while Talent teams from our subsidiaries attend student fairs with the aim of attracting the best profiles.



In 2023, our Tunisian R&D centre deployed the "Esprit" course, a work-study training programme focused on the development of on-board systems, lasting four years. With thirty or so students enrolled on the course, the aim is to alternate between theory classes and work experience in the company, to train young people in our professions and help them become autonomous more quickly.

In parallel, our Tunisian R&D subsidiary continued to build up its "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. In 2023, the SS&T Campus trained four classes - nearly 130 students in total.

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. One example is our Hungarian subsidiary, which provides a personalised welcome to its new employees by organising various meet-ups with the main players, and puts together a training programme to facilitate the induction process.

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As part of its efforts to welcome new recruits in the best possible conditions, our Taden site appoints mentors who accompany our new recruits as they take their first steps in the company. The new employees also take guided tours of the site, attend presentations of the health and safety rules on the site and the key messages from management, and follow e-learning modules as part of their induction process.

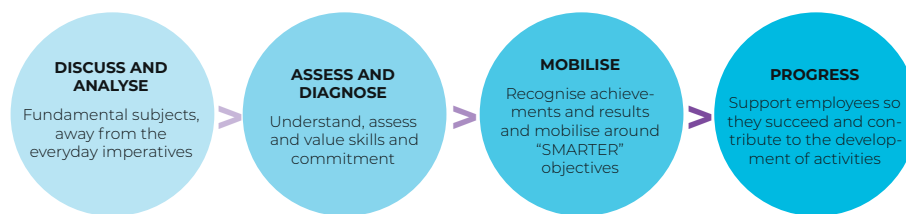
The Wel'com integration programme in France enables new recruits to become durably integrated into the Group. All contributors to the integration process (manager, work team, HR, etc.) are involved and made aware of the importance of providing a successful induction experience.

Newcomers attend an in-house training session to find out more about our Group, our business and organisation. As a result, new talents acquire all the keys to understanding the way Sagemcom works and get their new job off to the best start. Tours of our showroom and laboratories are also organised to present our products and test facilities in a concrete manner.

In our R&D centre in Tunisia, every newcomer is given a personalised welcome (a seat with their name, a welcome booklet, welcome gifts, etc.). On top of that, induction days are organised in the form of team-building sessions, to promote one of Sagemcom's core values: the power of teamwork. Our Tunisian subsidiary takes pride in favouring the induction of new employees in the best possible way.

## Developing and cultivating skills

Individual development and progress interviews held each year in all of the Group's subsidiaries are 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 collec-



tive 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 tri-annual 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. For example, in France, 3% of the annual payroll is spent on professional training.

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.

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In addition, we pay close attention to deploying training that is effective and responsive to business needs, in order to support the adaptation and development of skills in relation to our business lines. All of the training courses are assessed on the spot and later on. Conducted as part of the annual interview, the subsequent assessment checks whether employees have been able to put into practice what they learned.

Training catalogues are available for managers and employees to guide them and make it easier to identify needs in terms of skills development. In addition, the catalogues describe ambitious training programmes within the different sectors, to encourage people to plan their career development within the Group.

The Group Human Resources Department has made the Smart Academy e-learning platform available to all its subsidiaries. The new tool mainly offers made-to-measure digital modules that allow for agile training on a Group-wide scale. 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.



More and more online training courses are being offered. In addition to the mandatory training courses (anti-corruption, cybersecurity, etc.), Smart Academy also offers professional courses. For example, in 2023, our Experts put together e-learning modules about how



to manufacture circuit boards, EasyMesh, etc. The e-learning platform is also a powerful tool for helping new employees settle in to Sagemcom.

In our R&D subsidiary in Hungary, skills development is taken into consideration as soon as induction takes place. Some e-learning programmes have become mandatory, because they play a crucial role in bringing new employees on board, helping them to find out more about our Group, our products, our project management modes, and so on. Other training courses are developed to meet identified needs, to help people develop their skills: they are available via an open access online training platform and include professional training, language training, etc.

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At our subsidiaries, training measures are rolled out to meet local needs, tailored to the local context. For instance, in Italy, a training programme was developed to raise awareness among managers about the importance of positive, motivating management for their teams. Our SS&T subsidiary, on the other hand, continued to roll out its “Responsible manager” training programme. The module-based programme, which has been running for several years now, is geared to developing managerial skills.

In total, at our R&D centre in Tunis, nearly 180 training sessions were organised in 2023, offering employees the chance to grow their skills in a variety of areas: technical, professional, management, soft skills, quality, occupational health and safety, etc. Over half of the training courses delivered were put together and run by our in-house trainers, all specialists in their technical field.

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Sagemcom seized the new opportunities created by the latest reform of professional training in France by signing a workforce planning agreement, under which employees and the company can use individual training accounts to co-build a professional career development project. The co-investment training accounts were opened to encourage employees to co-build training projects that meet Sagemcom’s skills requirements, while also contributing to the professional development of the beneficiaries.

In order to maintain a high level of skill in their teams, Sagemcom is continuing to develop and drive our “Expert” community.



Each year, an Expert committee meets to select the employees who can join the community. The Experts are 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. For 4 years now, R&T has been sponsoring a major project to vitalise the Expert community in order to heighten its profile and develop synergies between the Experts. Various actions have been taken: working groups are developing strategic forms of expertise, a broad communication plan is promoting the profile and the reputation of the Experts in the Group, the Experts themselves are attending various events, including seminars,

regular meetings and Techdays, and a new “A word from the Experts” column is regularly published.

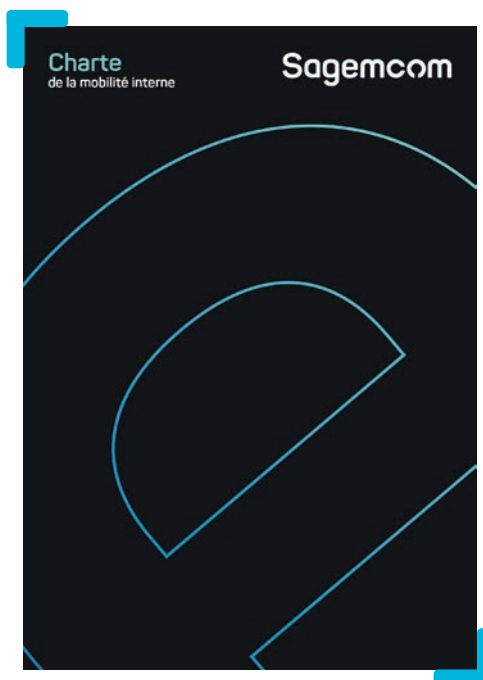
## Encouraging and diversifying careers in the Group

To retain our employees, we support them throughout their career within the Group, by offering them rich and rewarding careers. This policy encourages 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 recruitment/mobility committees 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. As in the preceding years, in 2023, 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, in the course of their professional interview. These aspirations are carefully analysed by the HR teams which take them into consideration when defining career paths within the Group. For instance, our Brazilian manufacturing site promotes versatility and cross-functional mobility by entrusting operators with tasks that go beyond their own scope, allowing them to develop skills. Sagemcom also supports the diversity of professional careers by promoting its “Experts” career path, in parallel to 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. The skills of those Experts are acknowledged through knowledge-transfer programmes and their role as company representatives. In return, the Group capitalises on and invests in areas of strategic expertise, which ultimately boost its performance.



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## Sharing and uniting

Sagemcom's policy is also reflected by the awareness-raising, sharing and cohesive measures designed to bring employees together.

In 2023, a host of actions were taken to promote understanding of the Group's strategy by all our employees, support Sagemcom's values and foster the group



dynamic. Those actions motivate 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 employees.



Those events are mirrored in many subsidiaries so that as many employees as possible know about and understand Sagemcom's strategic directions. In our view, this sharing is essential to give meaning to everyone's contribution to the performance of our Group.

In addition, a host of get-togethers were organised in 2023 across the globe to promote team spirit and foster the group dynamic.

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Our R&D subsidiary in Tunis organised team-building sessions to welcome new recruits and support the induction process. Likewise, our Hungarian R&D centre held a seminar, as it does every year, to consolidate team spirit and group work. In a similar vein, our head office organised various social events to bring teams closer together: a chess tournament, summer party and a photo competition, to name a few.

The Experts met up at a two-day seminar away from day-to-day work, with three goals: to develop their soft skills, create a dynamic working relationship between Experts and boost team spirit and the feeling of belonging to the community.

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

Through this social dialogue, the Group strives to find the optimal 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 them.

The last few years have been marked by a particularly rich social dialogue. Based on feedback in the aftermath of the pandemic, our SS&T subsidiary was one of the first companies in Tunisia to negotiate and sign a remote work agreement with the main union, including the creation of a monitoring committee, a sure sign of rich, open-minded social dialogue.

At Corporate headquarters, a key event of 2023 was the signing of an agreement on the work-life balance, including innovative provisions such as the sustainable mobility package, which aims to make it easier for people to opt for soft mobility solutions for the home-to-work journey. Different ongoing agreements and action plans continued to take effect throughout the year (diversity, psychosocial risk prevention plan, workforce planning, remote working, etc.). They 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 made are shared within the framework of a monitoring committee.

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