


# 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 title text. A small, solid blue horizontal bar is located below the title. The bottom of the image features a white rectangular box containing text.

Caring for our employees and supporting them in their profes  
means ensuring their motivation and professionalism in supp



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. Numerous actions have thus been taken throughout the Group.

“ Our Tunisian subsidiaries launched a range of initiatives in 2022 to help people in need. ”

For several years, our Group has been working hard to strengthen its employer brand and to attract highly coveted profiles. Many initiatives have been launched by our head office and replicated in our subsidiaries to increase our attractiveness, including Sagemcom Inside, an Instagram account which offers a friendly look behind the scenes in our Group, passing on and sharing job offers, internships and work-study offers on social media, extending the LinkedIn and Welcome to the Jungle offer, and our employees and recruitment teams participating in various events in the educational community (conferences, after-work gatherings, CV competitions, etc.).

In 2022, our Group's efforts were rewarded by its recognition as one of France's best high-tech employers for the third year in succession.

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 with certain schools and numerous actions were organised, including forums and round tables, after-works, receptions and conferences.

Sagemcom also continued its partnership with the ISEP digital engineering school by sponsoring its software curriculum. As part of this initiative, a number of measures were taken to raise awareness of our professions and to attract young talent, including a conference on cybersecurity, a presentation of our "software professions" programme and the organisation of a "Green Code" hackathon (a challenge reconciling digital technology and the environment).

Our Group is also part of a partnership with CentraleSupélec, which helps it attract excellent profiles. The Group also supports the professional training week organised by the Junior Entreprise of ECE Paris-Lyon, where it participates by giving students helpful advice (how to write a resume, interviews and recruitment, knowledge about its business activities, etc.).

Our Tunisian subsidiaries have also established close partnerships with the best schools, in order to extend the recruitment pool. For example, SST has built up a four-year work-study programme to train young, motivated students in the engineering profession. Two classes, SESAME (theme: Development of embedded systems) and ESPRIT (theme: IT), have resulted in almost 50 engineers being trained.



In 2022, our Sagemcom Tunisia subsidiary became an "Electronics Training Company". In this role, it has undertaken to train young people in the technical professions of production and the electronics industry, for a period of two years, on a work-study basis. This programme enables us to attract new profiles, streamline the integration and training of young people and promote a better understanding of our professions, our environment and our specific characteristics: a win-win initiative for the young trainees and for Sagemcom.

“ 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. ”

Not to be outdone, our Hungarian R&D subsidiary has also set up an innovative scheme to promote access to employment for young people, as part of a training and pre-recruitment process. For example, it has entered into a partnership with a BootCamp: Sagemcom is committed to hosting and training young graduates for 6 months. In return, the subsidiary is free to decide to hire the young people at the end of this apprenticeship period.

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 in partnership with "À Compétence égale" 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 2022, a major communication campaign called "My internship / work-study programme in 180 seconds" was conducted to present the faces of the work-study students and interns recruited at the end of their courses to all our employees.

Every year, Sagemcom launches recruitment campaigns for interns and work-study students, and organises a number of events to attract young people. Employees from the Information Systems Security Department (DSSI) at our Head Office hosted a conference on protocol vulnerabilities for students at Telecom SudParis.

Our R&D centre in Tunisia opened the “SS&T Campus” several years ago”. 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 2022, the SS&T Campus trained almost 100 people. At the end of the training programme, many young people were hired on permanent contracts by the R&D teams in Tunis.

“ In Brazil, the new employees are welcomed at a buffet, so that they can be integrated into a warm and friendly environment. ”

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.

In Brazil, new employees are welcomed at a buffet, so that they can be welcomed into a warm and friendly environment.

As part of its efforts to receive new recruits under the best possible conditions, our Taden site designates 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 has been ungraded in France to enable 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.

An internal training course presents the Group, our activities and our organisation, so that our new talents hold all the keys required to understand how Sagemcom functions and to start their new jobs under the best possible conditions. Tours of our showroom and our laboratories are also organised to present our products and test facilities in a concrete manner.

The “Nouveaux nouveaux” radio broadcast is a new, made-to-measure concept developed by and for Sagemcom to introduce and welcome our new arrivals, despite the restrictions on physical interaction imposed by the COVID

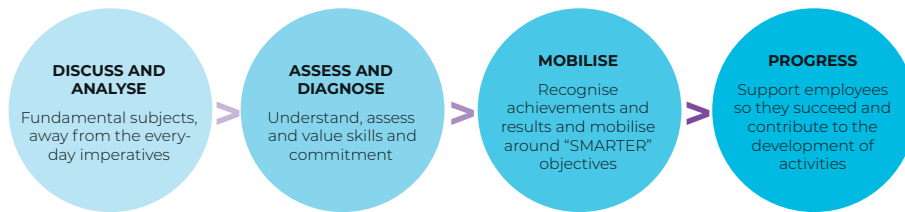


pandemic. In this radio broadcast, around ten new recruits are invited by the host to take up new challenges, get to know their colleagues and spend some fun time together. The radio broadcast is followed by a dinner for all the participants to continue their discussions, form professional bonds and develop a team spirit.

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.). In addition, induction days are organised in the form of team building exercises to highlight one of Sagemcom's values: the power of the team. 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 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 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.

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 appraisal interview, the deferred assessment makes it possible to check that the training outcomes are being implemented in professional practice.

“ Sagemcom sees training as an investment for the future, a tool for improving economic performance and addressing social issues. ”



Group Human Resources has made the Smart Academy e-learning platform available to all Sagemcom subsidiaries. The new tool mainly offers made-to-measure digital modules that allow for more 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. The digital training offer has gradually been expanded. In addition to the mandatory training courses (anti-corruption, cybersecurity, etc.), Smart Academy also offers professional courses. This new e-learning platform is also a powerful means of facilitating the induction of new employees at Sagemcom.

In our R&D subsidiary in Hungary, skills development is taken into consideration as soon as induction takes place. Certain e-learning programmes have become essential for the successful induction of new employees, to enable them to find out about our Group, our products, our project management methods, etc. Then, other training courses are organised according to the

identified needs, in order to support skills development, including free access to an online training platform, professional training courses, language training, etc. In 2022, inter-cultural training was organised to support the teams in Hungary in their collaboration with R&D subsidiaries in France and Tunisia.

In our R&D centre in Tunis, almost 150 training sessions were organised in 2022 to develop the skills of our employees in various fields (technical, business line, management, soft skills, quality, health and safety at work, etc.). Two thirds of the training courses were prepared and conducted by our in-house trainers, who are advisers in their technical field.

In 2020, 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 our R&D subsidiary in Hungary, skills development is taken into consideration as soon as induction takes place. ”



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.

For example, remote 3P training sessions on Sagemcom's specific project management processes are organised for employees from the Tunisian (manufacturing and R&D) and French subsidiaries. Likewise, Cash Management programmes are regularly deployed for our French and Tunisian teams as part of inter-subsidiary sessions.

To help develop means of organising the R&D teams' work, a broad, bespoke training programme has been drawn up with a view to introducing 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 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, starting in the summer of 2020. This deployment of this programme is still in progress. 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 3 years now, R&T is sponsoring a major project to vitalise the Expert community in order to heighten the profile of the community and to develop synergies between the Experts. Various actions have been taken:



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

### Qui sont les experts de Sagemcom ?

SAGEMCOM A NOMMÉ 29 EXPERTS, QUI ENTRETENNENT UN HAUT NIVEAU D'EXCELLENCE DANS DES DOMAINES TRÈS VARIÉS. CE SONT EUX QUI FONT LA RICHESSE DE NOTRE FILIÈRE EXPERTS. DÉCOUVREZ LES PORTRAITS VIDÉO AUXQUELS SE SONT LIVRÉS NOS EXPERTS EN FLASHANT LE QR CODE CI-DESSOUS.

<b>Laurant ALIBON</b> Expert Développement d'applications	<b>Jérôme BERGER</b> Expert Développement d'applications	<b>Math BOUKHAR</b> Expert Développement d'applications	<b>Clément BOURGEOIS</b> Expert Senior Développement d'applications	<b>Pierre DELVÈNE</b> Expert Développement d'applications	<b>Fabrice DEWILLY</b> Expert Développement d'applications
<b>Fred DUPUIS</b> Expert Développement d'applications	<b>Christophe GONCOUET</b> Expert Développement d'applications	<b>Jean-Philippe JULIAN</b> Expert Senior Développement d'applications	<b>Samir MOULI</b> Expert Développement d'applications	<b>Maximilien SAKRY</b> Expert Senior Développement d'applications	<b>Sébastien MESSIAON</b> Expert Développement d'applications
<b>Clément DELVÈNE</b> Expert Développement d'applications	<b>Pierre LEMALLET</b> Expert Développement d'applications	<b>Math MOULI</b> Expert Développement d'applications	<b>Stéphane MEDECIU</b> Expert Développement d'applications	<b>Philippe ROLLAND</b> Expert Développement d'applications	<b>Zin MOHAMED</b> Expert Développement d'applications
<b>Stéphane BARRAT</b> Expert Senior Développement d'applications	<b>Jean-Benoît BARRAUD</b> Expert Senior Développement d'applications	<b>Math MOULI</b> Expert Développement d'applications	<b>Audrey BOCHERESSE</b> Expert Senior Développement d'applications	<b>Henri TEROUILLÉ</b> Expert Senior Développement d'applications	<b>Alain TOISE</b> Expert Senior Développement d'applications
<b>Fabrice DEWILLY</b> Expert Développement d'applications	<b>Thierry VERRET</b> Expert Développement d'applications	Scannez le QR code ci-contre pour voir les vidéos de présentation des Experts de Sagemcom			



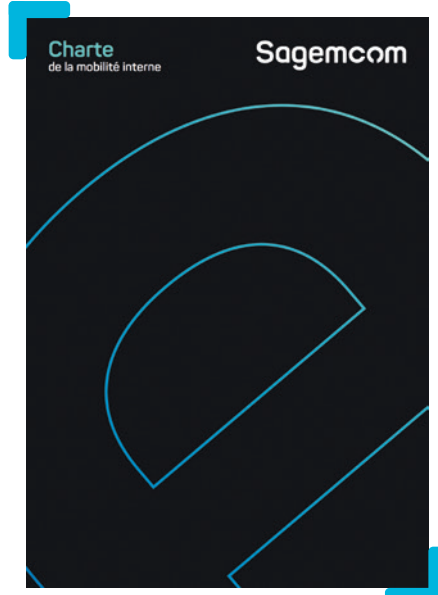
working groups are developing strategic forms of expertise, a broad communication plan is promoting the profile and the reputation of the Experts in the Group, the Experts themselves are attending various events, including seminars, regular meetings and Techdays, and a new "A word from the Experts" column 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 2022, this commitment was widely exceeded, as 43% of vacancies were filled internally.



“ To retain our employees, we support them throughout their career within the Group. ”

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. These aspirations are carefully analysed by the HR teams which take them into consideration when defining career paths within the Group.

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

A large number of measures are implemented throughout the year to promote the understanding of the Group's strategy by all of our employees, to 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.



These events are held in numerous subsidiaries so that as many employees as possible know 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, many sharing events were organised in 2022 all over the world to promote team spirit and develop the collective dynamic.

Several unifying events were organised in our Brazilian plant to bring the teams together. These events included the monthly meetings of all the employees, as well as the "Sagemcom forum", an event organised around our value "the power of the team", in the presence of the Head Office Logistics and Industrialisation Director.

Our R&D centre in Hungary organised a "green" team building event to strengthen the sense of belonging and team spirit, after a long period of social distancing due to the pandemic.

“ Corporate headquarters holds six-monthly meetings to present the results and strategic directions to all the employees. ”

A presentation of the issues and directions, speeches by some managers and fun activities provided opportunities for the teams to share their thoughts and ideas.

“ For the 2022 World Cup, Sagemcom organised a simultaneous broadcast of the Tunisia-France match.”

In Hamburg, Rostock and Walderbach, our German subsidiaries celebrated the summer by organising a "Sommerfest", a festive event attended by all the employees.

The Experts met for two days outside of their day-to-day work with the triple objective of developing their skills (soft skills), while creating a dynamic between the Experts and developing cohesion and a sense of belonging to the community.

Finally, for the 2022 World Cup, Sagemcom organised a simultaneous broadcast of the Tunisia-France match, reflecting the ties between our two countries at Sagemcom. This broadcast on two continents, complete with half-time entertainment, was a powerful symbol of the complementarity of our French and Tunisian teams.





### **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. Social dialogue was maintained permanently, despite the public health crisis and the restrictions imposed by social distancing. Certain meetings, including negotiations in particular, were even held remotely. An ad hoc committee of the Social and Economic Committee (CSE) was set up in France to maintain regular discussions with staff representatives about the health situation and all the measures taken by the Group.

Taking into consideration the feedback from the pandemic, our subsidiary SST was one of the first companies in Tunisia to negotiate and sign a home-working agreement with the primary trade union, including the setting up of a monitoring commission, which was a guarantee of robust and open social dialogue.

At the corporate level, 2022 saw the renewal of the staff representative bodies in a calm and constructive atmosphere. The various current agreements and action plans continued to be implemented (diversity, psychosocial risk prevention plan, manpower planning, home-working, work-life balance, 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 obtained is shared within the framework of a monitoring committee.

“ Through that social dialogue, the Group strives to find the best balance between the needs of the company and the interests of employees.”