



# Non-Financial Performance Statement

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Altice France group - 2021

**SFR RMC BFM intelcia**

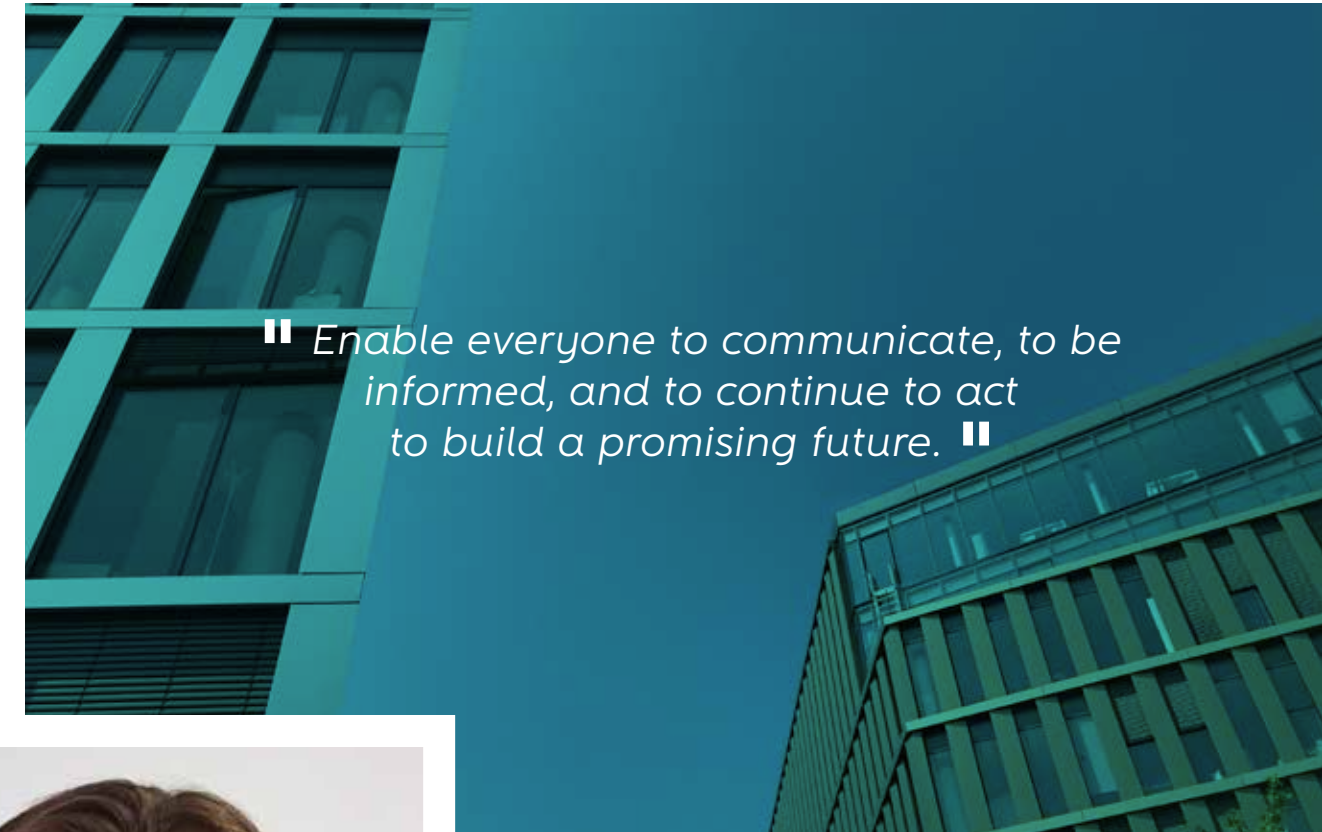
# Editorial

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Within the Altice France group, we are aware that the world of tomorrow is being built today. Thanks to its Telecoms division, the group makes very high-speed broadband accessible to all and provides companies with the digital solutions they need to develop. Through its media, Altice France offers viewers and listeners rich and varied information and entertainment content. Finally, the group also assists companies in outsourcing certain activities such as customer relations. Our commitment to society and the environment, which is at the heart of each of these missions, is reflected in 5 strong ambitions:

- ◆ **Ensuring quality services for all our stakeholders**, in particular by providing them with access to first-rate information and internet, and by improving their experience on our networks on a daily basis. We place artificial intelligence and data processing at the centre of our systems in order to innovate and continuously improve to offer the best quality of service to our customers and partners.
- ◆ **Acting with and for society**, thanks to a strong territorial anchoring and support for local actions. We also capitalise on the SFR Foundation's network of associations and the information channels of our media to promote digital inclusion and equal opportunities.
- ◆ **Reducing our environmental footprint**, through the Eco-responsibility Charter signed in 2021 by Intelcia, the Group's customer relationship outsourcing subsidiary, and by continuing to implement the "J'avance avec Altice" plan launched in 2020. Thanks to this action plan, the group is working on a daily basis, within its Telecoms and Media divisions, to put digital technology at the service of the ecological transition.
- ◆ **Promoting and facilitating professional integration**, with a special focus on young people and people with disabilities, while relying on a strong internal training system to enable our employees to develop their full potential.
- ◆ **Affirming our commitment to shared business and data ethics**, through our responsible purchasing policy, our anti-corruption system and enhanced information systems security, which is made possible in particular by a comprehensive personal data protection policy.

The global pandemic that has been raging for more than two years reminds us how essential our activities are to the smooth running of our societies. On a day-to-day basis, we enable the French to continue to get information, to continue learning, to telework, to have fun, to maintain social links, to access telemedicine and, more generally, to adapt to the new lifestyles imposed by the health crisis. Throughout this crisis, the group has demonstrated its expertise and resilience. Thanks to the mobilisation of our teams, our networks have remained stable in a context of unprecedented data consumption and our customer relations centres have continued to innovate in order to meet the various demands. I would therefore like to thank all our employees who work every day to maintain an optimal quality of service in all circumstances.



“ Enable everyone to communicate, to be informed, and to continue to act to build a promising future. ”



**Gregory Rabuel**

Altice France Chairman and CEO



# Table of contents

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<b>Business Model</b>	<b>04</b>
<b>CSR Risks and Issues</b>	<b>08</b>
<b>Our Commitments</b>	<b>09</b>
<b>Quality of Service Innovation and Accessibility</b>	<b>09</b>
<i>Issues : Quality and Continuity of Services; Innovation</i>	
<b>The Altice France group, a committed player on a daily basis</b>	<b>12</b>
<i>Issues: Commitments to communities in favour of Human Rights; Digital inclusion; Local commitments</i>	
<b>The Altice France group, committed to the environment</b>	<b>24</b>
<i>Issues : Climate change and Energy efficiency; Circular economy and Waste management; Responsible consumption and Awareness raising</i>	
<b>The Altice France group, committed to its employees</b>	<b>39</b>
<i>Issues : Employment and Social relations; Career, Jobs and Skills management; Diversity, Equal opportunities and Non-discrimination; Health, Safety and Well-being</i>	
<b>The Altice France group, committed to shared business and data ethics</b>	<b>54</b>
<i>Issues : Responsible purchasing and Business ethics; Security and Confidentiality of customer data</i>	
<b>SFR Business</b>	<b>59</b>
<i>Focus : Performance and commitment to customers</i>	
<b>Index</b>	<b>61</b>
<b>Methodological Note</b>	<b>62</b>
<b>Report by one of the Statutory Auditors, appointed as independent third party, on the consolidated non-financial statement</b>	<b>66</b>

# Business model

**A key player in the French telecom and media sector, the Altice France group provides everyone with a comprehensive range of telecom and content services and customer relationship outsourcing solutions. Through the synergy of its activities, it participates in the creation of collective value for the benefit of its stakeholders and society as a whole.**

**The ambition of the Altice France group is to become the leader in high-speed broadband and content in France. Its pioneering convergence strategy is based on several development axes:**

- ◆ further convergence between telecoms, media, content and advertising;
- ◆ investments to deploy ever more efficient high-speed communication networks and to offer differentiating content;
- ◆ innovation and the support that goes with it for our audiences thanks to our technical expertise (deployment, information, cyber security, customer service, etc.);
- ◆ improving the multi-channel customer experience to better meet customer needs.



## Human challenges

The human challenges to which the Altice France group responds are varied. Through its diversified geographical presence, the group participates in the economic development of many regions by promoting local partnerships for the recruitment and development of its activities; by the very nature of its activities and in a context of increasing digitalisation of society, the Altice France group is aware of its central role in fighting the digital divide. This is why the Altice France group has identified investment in local communities and digital inclusion among its main challenges.



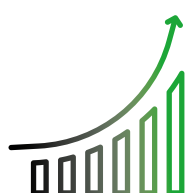
## Environmental challenges

Climate change, energy consumption, the circular economy and waste management are all key issues in responding to climate change. Making digital technology more responsible is therefore a permanent challenge for the Altice France group, so that it can fully act as a lever for the ecological transition.



## Technological challenges

The deployment of 5G and Fibre, investments in new technologies, advances in artificial intelligence, the provision of innovative services and data protection are all technological challenges that the Altice France group is working to meet.



## Economic challenges

The main economic challenges facing the Altice France group are the profitability of investments, the deployment of 5G, the economic sustainability of media activities, the network coverage of regions with the provision of broadband everywhere in France and for everyone, the growth and geographical expansion of its outsourcing activities.

The group's Corporate Social Responsibility (CSR) strategy is based on the United Nations Sustainable Development Goals (SDGs), adopted in 2015 by the UN, which were defined to support and act in accordance with the 10 principles of the UN Global Compact in the areas of human rights, labour practices, anti-corruption and environmental protection. Thanks to its proactive policies, the group is contributing to the achievement of the most important SDGs in terms of its areas of action and expertise. The group is committed to analysing the impact of its activities on these objectives, taking into account the nature, scale and scope of its business.



## Telecoms Division

Through SFR, the 2<sup>nd</sup> largest French operator, the Altice France group is a key player in the telecommunications sector serving 25 million customers. It is present in various markets, whether for individuals, businesses, operators or local authorities. With a high-speed Fixed and Mobile network throughout France, SFR enables everyone to take advantage of all the possibilities offered by digital technology. These potentialities give very high-speed broadband infrastructures their full effect in accelerating economic development and modernising society.

## Media Division

Around its emblematic brands RMC and BFM, the Altice France group is the 3<sup>rd</sup> largest private French media group<sup>(1)</sup>. The channels of the Altice France group offer a range of editorial content that combines quality national and regional information with a wealth of entertainment. This content is produced and broadcast on television, radio and digital. Thanks to convergence, everyone can access the best content anywhere, any time, on any fixed or mobile screen.

## Expertise Division

With the overall objective of constantly improving the customer experience, the Altice France group has acquired, through its subsidiaries, unique expertise in the telecommunications sector. Thanks to Intelcia, a major player in customer relations, and ERT, a subsidiary specialising in the design and construction of network infrastructures, the Altice France group controls the production chain from start to finish and thus ensures an improved customer experience.

(1) Médiamétrie - Médiamat 2021 - \*25/49, 25/59, active

# From creating to sharing value

In order to report on its growth and shared value creation strategy, the Altice France group has formalised its business model in accordance with the guidelines of the International Integrated Reporting Council (IIRC). It thus takes as input the capital which is used in the form of resources and then converted by the activities into outputs (products, services, etc.) and into value for the group and all of its stakeholders.



## Sharing value with stakeholders

The Altice France group is committed to and alongside its stakeholders. They are an integral part of the company's business model so that each initiative launched can be of benefit to as many people as possible, thereby creating shared value. The Altice France group ensures the regularity, transparency and quality of its exchanges with each of them through dedicated bodies and recurring meetings, but also through its participation in multi-stakeholder working groups on themes such as the environmental impact of digital technology.

### Creating value for our employees

The Altice France group is committed to creating and maintaining optimal working conditions for its employees (employees, trainees, work-study students, works councils, etc.) over time. The group is committed to enabling everyone to develop their skills and employability by offering continuous training. The employees of the various business units are also encouraged to get involved through skill-based sponsorship schemes or support for associations and their actions.

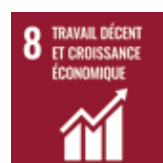
#### KEY FIGURES

**4,077 permanent hires**

**Over 1.8 million training hours**

**Happy Trainees since 2018**  
on Telecom and Media activities

**3 associations selected by employees**  
received a grant from the SFR Foundation



### Creating value for our consumer and business customers

The deployment of 5G and high-speed networks, the development of local information channels and support for the digital transition are all contributing to the modernisation of the economy and the attractiveness of the regions, for the benefit of all economic players.

#### KEY FIGURES

**2<sup>nd</sup> largest French telecom operator**

**3<sup>rd</sup> largest private media group in France**

**Top 5 largest outsourcer in France**

**26 million Telecom customers**

**Nearly 3,700 municipalities covered by 5G**

**More than 300 customers supported by Intelcia**



### Creating value for our investors

Through the definition of a financial and non-financial business model and the construction of an investment strategy in high-speed networks, 5G and new technologies, the group ensures economic growth that benefits its investors.

#### KEY FIGURES

**€11,163.6m Turnover**

**€883.6m Investment in Networks**



(1) Médiamétrie - Médiamat 2021 - \*25/49, 25/59, actifs



## Creating value for our suppliers and partners, particularly associations

The Altice France group establishes a continuous and responsible dialogue with its suppliers to promote sustainable development throughout the value chain. The group, notably through the SFR Foundation and Intelcia's strong local presence, invests in its associative partners through support systems, donations and sponsorship of local actions.

### KEY FIGURES

**304 supplier CSR assessments**

**1,043 projects**  
supported by the SFR Foundation

**1 million Euros**  
donated to partner associations by the SFR Foundation

**984 employees engaged**

**25 Intelcia sites**  
located across Europe and Africa



## Preserving the value and richness of our ecosystems

Global warming, energy transition, ecosystem pollution, the circular economy and the increasing scarcity of resources are major issues for which the Altice France group is fully mobilised, particularly through its "J'avance avec Altice" plan, which is supported by its Telecoms and Media divisions, and the Intelcia Eco-responsibility Charter.

### KEY FIGURES

**2.36 tonnes of CO<sub>2</sub><sup>(1)</sup>**  
par collaborateur

**25.65% reduction in energy consumption**  
in relation to customer usage

**PUE of 1.4**  
for the latest generation of data centres

**Over 88% of the group's energy consumption**  
is ISO 50001 certified



## Creating value for the institutions

ARCEP, CNIL, ANSSI, ADEME, CSA, AFA, etc. - the Altice France group is in contact with many French and European institutions. It responds to their obligations and requests by participating in working groups. For example, SFR is working alongside ADEME and other French operators to establish tools for calculating the digital carbon footprint.

### KEY FIGURES

**AGEC law working group**



(1) Scopes 1 and 2

# An analysis of our challenges, to promote sustainable performance



**Risk mapping is an essential steering tool and forms the basis of the Altice France group's risk management strategy. It includes several levels of analysis, including the essential level of CSR risks.**

**In particular, it makes it possible to measure the potential negative impacts on the achievement of the SDGs and thus to take the necessary commitments and measures to counter these effects. Risk mapping is implemented by organisations in order to understand all the factors likely to affect their activities and performance, with the aim of protecting themselves against the legal, human, economic and financial consequences that could result from inadequate control.**

In 2021, the Altice France group updated its list of CSR issues following the identification of issues by its subsidiary, Intelcia, and feedback from its various stakeholders. In order to define the risk-bearing issues, the group relied on the analysis of strategic risks carried out annually by its internal auditors among the employees directly reporting to the members of the Executive Committees of the Telecom and Media divisions. The scopes concerned were first analysed from a CSR perspective in order to assign them a weighting consistent with their criticality. A summary of this analysis is presented to the members of the Executive Committee for validation.

The risk analysis identified the gross risks that the group may face due to its activities and markets. These risks were then assessed according to their probability of occurrence and their level of impact at the regulatory, operational, financial and reputational levels. A probability scale (isolated, occasional, possible, probable) and an impact magnitude scale (low, moderate, significant, critical) were used to carry out the exercise. A weighting was added to all these scores according to the criticality of Management's activity with regard to the group's CSR performance, but also according to the number of CSR impacts that each risk had.

In a second step, each risk factor identified by Management was, where relevant, associated with one of the predefined key issues. This step made it possible to identify and prioritise the group's non-financial issues.

In addition, major and sectoral issues were also added (SASB indicators, sectoral benchmark). On the basis of this analysis, a list of significant issues was made in relation to the number of occurrences of the issue in the group's risk analysis as well as its weighted net rating.

- ◆ Quality and Continuity of services;
- ◆ Responsible Purchasing and Business Ethics;
- ◆ Security and Confidentiality of customer data;
- ◆ Innovation;
- ◆ Climate Change and Energy Efficiency;
- ◆ Circular Economy and Waste Reduction;
- ◆ Responsible Consumption and Awareness Raising;
- ◆ Employment and Social Relations;
- ◆ Career, Jobs and Skills Management;
- ◆ Diversity, Equal opportunities and Non-discrimination;
- ◆ Health, Safety and Well-Being;
- ◆ Local commitment;
- ◆ Digital inclusion;
- ◆ Commitments to communities and in favour of Human Rights.

In addition, the Altice France group also carried out a risk analysis within the framework of the Sapin II law and the law on the duty of vigilance.<sup>(1)</sup>

<sup>(1)</sup> See Altice France Group Vigilance Plan



# Quality of Service, Innovation and Accessibility



Through its subsidiaries, the Altice France group provides numerous services to its customers: internet access, fixed and mobile telephony, access to information and entertainment via its TV and radio channels and its digital platforms, but also customer relations and cybersecurity services. The Altice France group strives to offer all of its customers the best accessibility and quality for each of its services and to make innovation accessible.

## Ensuring first-class Internet access for all

### I. Via a mobile network

Through the deployment of its 5G network throughout France, the Telecoms division is not only responding to the current demand for an ever faster and more efficient network, but is also preparing for the uses of the future. Indeed, 5G will enable new uses that are not yet widespread and yet key to the development of our societies: the Internet of Things, Industry 4.0, telemedicine, etc

Continuing to be an innovative and forward-thinking player, SFR was the first operator, in November 2020, to launch 5G in the city of Nice. By the end of 2021, nearly 3,700 French municipalities already had a 5G network thanks to SFR.

The results of ARCEP's annual survey confirm Altice France's ambition to offer its customers the best network quality. These results attest to the performance of the SFR network, which has improved compared to 2020, and in particular enables the group to be the 2nd best operator in terms of 5G download speeds. The rollout of 5G has also improved 4G performance across France, with an increase of almost 50% in 4G speeds. In terms of voice/SMS and 4G usage, SFR is also in second place. Finally, in terms of quality of service for voice usage, SFR performed well throughout the country, achieving 92 % of communications maintained and ranking number 2 for successful and perfect calls.

### Continued involvement of SFR in the implementation of the New Deal

- ◆ In January 2018, operators, the Government and Arcep reached a historic agreement, the mobile New Deal, aimed at generalising quality mobile coverage for all French people.
- ◆ Regarding the Targeted Coverage Mechanism, deployments are progressing despite the difficulties linked to the health crisis. 1,115 new multi-operator 4G masts were built and commissioned by the end of 2021.
- ◆ Regarding the generalisation of 4G, SFR has reached the overall objective of upgrading its customer base to 4G by the end of 2020. The last remaining sites to be upgraded to 4G concern projects that have been delayed due to the health crisis or complex situations (e.g. specific technical constraints, lessor blockages or non-permanent sites scheduled for dismantling). The specific target of 75% of shared sites in coverage blackspots with 4G by the end of 2020 was also achieved: it has now been exceeded with 85% of the fleet concerned.
- ◆ Regarding fixed 4G, SFR will eventually have to commission 500 fixed 4G sites, divided into several successive work packages. The first commissioning has begun.
- ◆ Concerning the coverage of Priority Roads (ARP), the aim is to complete the already significant mobile coverage on these roads, the objective being 4G coverage by the end of 2020 in outdoor mode and by January 2022 in in-car mode.

## II. Via a fixed network

The Altice France group is also continuing to invest in fixed networks - particularly very high speed via its FTTH<sup>(1)</sup> infrastructures, in order to offer a quality service to all citizens, regardless of their geographical location. The group is particularly committed to deploying fibre in less densely populated areas in order to offer all French residents the best possible access to services and to fight against digital exclusion.



Thus, in 2021:

- ◆ Nearly 5.4 million new FTTH/FTTB<sup>(2)</sup> marketable plugs
- ◆ 6,092 new municipalities are now eligible for fibre fibre (i.e. over 14,300 municipalities in total)

### SFR and XpFibre fully committed to the deployment of fibre in the regions

- ◆ Thanks to the massive investments made by SFR and XpFibre, as well as the mobilisation of its subcontractors, an exceptional level of fibre deployment was achieved in 2021. XpFibre, a subsidiary of the Altice France group, has deployed nearly 4.7 million of fibre connections in more than 4,000 cities and towns. With nearly 1 million homes and business premises made eligible in 2021 alone, XpFibre has been working hard on the ground to achieve an exceptional year in terms of deployment volume.
- ◆ These deployments have made a major contribution to improving the country's very high-speed coverage and meet the growing needs of the French people, particularly in the context of the health crisis and the massive use of teleworking.
- ◆ In 2021, the group supported the Government in the implementation of its "High-Speed Broadband for All" action plan. The Altice France group also continued to work alongside local authorities to deploy high-speed broadband throughout the territory.
- ◆ In Public Initiative Areas, SFR and XpFibre remain the preferred partners of local authorities, with 42 Public Service Delegations and 5 Calls for Expressions of Local Commitments in 44 departments and regions.



**In total, nearly 26 million SFR plugs are now eligible (FTTH/FTTB) in France (at the end of December 2021)**

(1) FTTH: Fiber to the home  
(2) FTTB: Fiber to the building

## Developing innovative services for our customers and partners

### I. Creating an environment conducive to privileged customer relationships



Intelcia offers specific solutions to its partners to ensure quality customer relations. This includes the implementation of customer-friendly marketing practices. Before making contact, Intelcia teams analyse the scripts transmitted by the clients to ensure that the conversational protocol is in line with a fair commercial approach. The Team Leaders record calls to ensure that the information transmitted to consumers complies with the agreed protocol. And after the contact has been made, the Quality Control Managers listen to the recordings and ensure that the information transmitted is accurate, understood and accepted by the end consumer. This rigorous quality system aims to offer Intelcia's partners the best service and thus the best relationship with their own customers. In addition, all advisors are trained in fraud prevention during the induction phase through a 1 to 1.5 hour training course.

On this occasion, they all sign a document on the respect of consumer rights. Intelcia's approach and its implementation are the subject of a combined ISO 9001 / ISO 18295-1 certification

from the independent third party organisation BUREAU VERITAS, which enables the quality and continuous improvement approach to be anchored at the heart of the services offered by Intelcia.

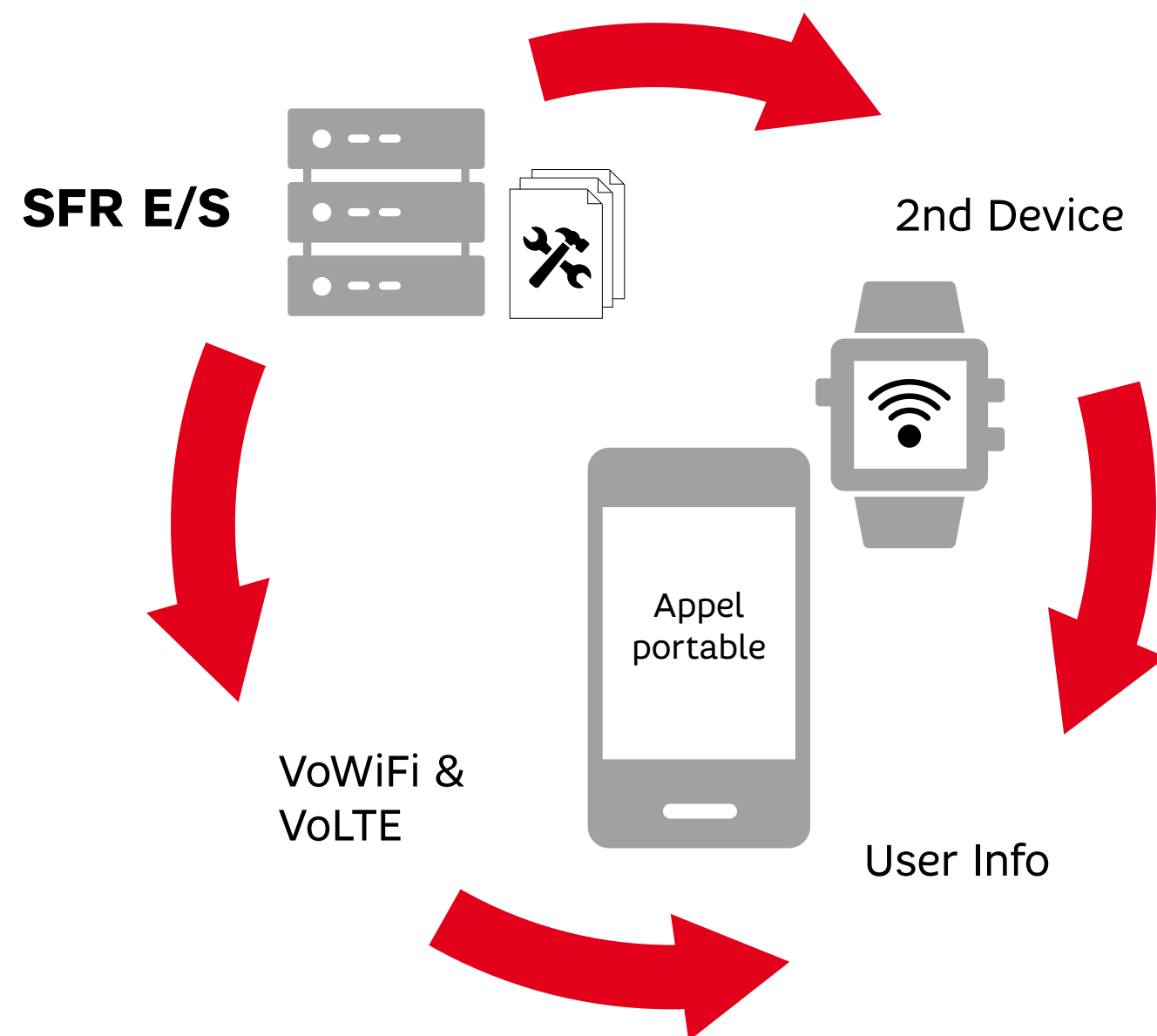
Intelcia conducted a customer satisfaction survey in January 2021 for the year 2020. **The satisfaction rate was 78.2%.**

Intelcia ensures the quality of its customer service by providing several real-time monitoring systems for the services provided, ranging from the identification of calls to the reporting of areas for improvement. As part of a continuous improvement process, Intelcia has implemented an innovative process where customer data is automatically made available when handling customer contacts. This helps to empower teams and improve the customer experience.



## II. SFR's Entitlement Server, an innovative solution for the uses of tomorrow

In a spirit of continuous innovation, the Altice France group has been working for several years to make the Internet of Things possible and increasingly accessible. SFR has therefore developed its own Entitlement Server. The Entitlement Server is a platform that allows mobile operators to configure specific rights and access for services and features on end-user devices. It is also used to orchestrate the flows needed to configure Wearables(1), such as the Apple Watch, the Samsung Gear or the Huawei Watch. It allows network operators to ensure that customer devices are automatically configured when connecting to their mobile network and thus provide all the services to which the customer is entitled autonomously from traditional devices such as smartphones. It also enables the proper orchestration of devices when activating eSIMs especially by new Apple products, such as the Apple Watch, or enables new iOS features, such as Facetime, iMessage, VoWifi, for subscribers.



(1) Wearable: Wearable computing devices are connected objects intended to be worn by the end user, such as connected watches.

## Making services accessible to all



**As a committed player, the Altice France group acts every day to promote an inclusive quality of service, particularly for its customers with disabilities, by keeping pace with technological advances.**

### The launch of after-sales services dedicated to deaf and hard of hearing people in partnership with Samsung Electronics Morocco

Committed to socially disadvantaged populations, Intelcia has launched, in partnership with Samsung, an after-sales service specially designed for the deaf and hard of hearing.

The first electronics company in Morocco to join this dynamic, Samsung Electronics Morocco has just set up an after-sales service dedicated to people with a hearing impairment. This service is managed by Intelcia, which has recruited the first advisor within its teams fully dedicated to this mission of helping to make services accessible to all.

This service is available through video calls and is accessible from any location. It extends the sign language support service to deaf and hard of hearing people who encounter difficulties offline, in-store or at a repair service centre.

This joint action by Samsung and Intelcia is part of their respective strategies for better inclusion of people with disabilities in society.

### The extension of the accessibility features of the Telecoms division

Since October 2018, deaf and hard of hearing customers can use the adapted Telephone Relay Centre for their interpersonal calls. This service, operated by the French start-up Rogervoice, is based on an innovative application. Since September 2021, an additional Braille-based communication modality has been made available to deafblind people.

Since 1 October 2021, the plan offered for making interpersonal calls via Rogervoice has been extended from 1h to 3h per month and over extended hours. In addition to this novelty, the opening hours of the Telephone Relay Centre have been extended to evenings and Saturdays.

### Evolution of media accessibility

In line with the efforts already made to improve the accessibility of its content, since March 2021, the daily 8:35 a.m. interview on BFMTV and RMC, a major political news event, is also available with subtitles in replay on the BFMTV.com portal. This evolution allows for extended accessibility and availability on all broadcasting media of one of the main political events of the BFMTV channel.



# The Altice France group, a committed player on a daily basis



"Intelcia's CSR policy reflects our major areas of concern and interaction with our stakeholders. Our commitments are first and foremost human, whether through our employees, the job pools we stimulate, or the communities around our sites. Our commitments also focus on excellence and ethics towards our customers and all our stakeholders. More generally, we are committed to respecting the planet through our assumed eco-responsibility.

Since our beginnings 20 years ago, Intelcia's activity has been built around inclusion, which we have been careful to define in its various facets: through diversity in our teams, by offering a chance of employment to sections of the population that are generally excluded, by integrating disability whenever possible, by showing solidarity with the vulnerable populations around us, and finally, through our purchases and our support for start-up structures, thus offering anyone a chance and a job to seize.

This is how we unite our stakeholders around the values we embody: We Dream, We Care, We Do."



**NADIA BEN BAHTANE**

Brand and Commitments Director Intelcia group



"The Altice France group has made strong social and environmental commitments in recent years, and acts every day to reconcile economic performance and sustainable progress for all. The question of the role that the company should play in society, beyond its core business, is present on a daily basis: if digital technology already favours the ecological transition, how can we increase its energy efficiency? How can the poorest be given access to digital technology? How can we value diversity in our media?

These are all cross-cutting issues on which we are working and which place CSR at the heart of the group's decisions."

**CLAIRE PERSET**

Deputy General Secretary Altice France  
Director of CSR Media-Telecom

## Telecoms and Media

It is natural for a large group to give corporate social responsibility and commitment the place they deserve. Each year, the Telecoms and Media divisions of the Altice France group become more involved in digital inclusion, professional integration, diversity and health. Each of the group's companies, including SFR and its Foundation, RMC and BFM, takes concrete action on a daily basis to help build a promising future.

## Intelcia

The issues related to local presence are essential for Intelcia, due to its rapid growth and its deployment in different countries. Therefore, the Intelcia group bases its entire commitment policy on the following three objectives :

- ◆ commitment to local communities, whether through inclusion through employment, or participation in the territorial dynamic, in particular through the promotion of entrepreneurship;
- ◆ solidarity with communities, with three major causes: education of children and young people, health, and support for all forms of vulnerability
- ◆ sponsoring local actions, aiming to involve Intelcia in the life of the territories.

## Key performance indicators

ISSUES	TELECOMS DIVISION	MEDIA DIVISION	INTELCIA	KEY PERFORMANCE INDICATORS	2021
Engagements auprès des communautés et en faveur des droits humains	✓	N/A	N/A	Number of projects supported by the SFR Foundation since 2006	1,043
	✓	✓	✓	Total number of employees engaged	984
	✓	✓	N/A	Number of hours of skills sponsorship	355 H
	✓	N/A	N/A	Montant du mécénat financier	€1M

N/A : Non-applicable; N/D : Non-disclosed; N/C : Non-consolidated

## Telecoms and Media

Through its various business divisions, the Altice France group places social issues at the forefront of its commitments. The Telecoms and Media divisions have thus focused their efforts on equal opportunities, promotion of diversity and finally digital inclusion.

The Telecoms and Media divisions have made it a point of honour to promote the professional integration of people from disadvantaged backgrounds. In 2021, 19,353 people were accompanied thanks to the support of the SFR Foundation and the mobilisation of the group's employees. The SFR Foundation has also contributed to the development of its partner associations (such as Sport dans la Ville, Rêv'Elles and La Cravate Solidaire) in new territories.

In addition, the Telecoms and Media divisions of the Altice France group are committed to promoting diversity within their channels through several initiatives, such as the highlighting of testimonials presenting inspiring professional careers on RMC Story and BFM Business.

Finally, SFR has continued to work towards digital inclusion by focusing on three priorities: access to equipment, access to connection resources and support for essential skills. Thanks to the support of SFR, Emmaüs Connect expanded its initiatives for people in digital and social difficulty throughout France in 2021.

## Intelcia

Intelcia works in partnership with its territorial stakeholders to achieve the 3 objectives of its commitment policy, in particular with local authorities and agencies in the region. Intelcia also collaborates with local associations, start-ups and social enterprises working in many fields such as health, education and vulnerabilities.

Its commitments range from one-off actions requiring emergency sponsorship to long-term partnerships. Intelcia makes it a point of honour to involve its employees or to encourage initiatives that they promote. Thus, more than a thousand Intelcia employees were mobilised in 2021 at all sites in the various countries.

## Altice France group objectives

ISSUES	TELECOMS DIVISION	MEDIA DIVISION	INTELCIA	OBJECTIVES	2020	2021	TREND
Community and human rights commitments	✓	✓	N/A	Help 10,000 people a year in their professional success through the support of associations	NEW	19,953	↗
	✓	N/A	N/A	Support the development of the SFR Foundation's partner associations in each region of France	(1)	p.16	↗
	✓	✓	N/A	Increase employee involvement in the group's social commitments	(1)	p.16	↗
	N/A	✓	N/A	Promote diversity in the Media by developing partnerships with associations	(1)	p.15-17	↗
	✓	✓	N/A	Strengthen the partnership with the Fondation des Hôpitaux by using the communication levers of the Telecoms and Media divisions of the Altice France group to optimise the donations collected	(1)	p.18	↗
Digital inclusion	✓	N/A	N/A	Develop digital inclusion in the regions and supporting them in the training of digital assistants	(1)	p.22	↗
	✓	N/A	N/A	Equip 2,000 people per year thanks to SFR's donations to LaCollecte.tech	NEW	3,286 computers donated	↗
	✓	N/A	N/A	Open 16 Emmaüs Connect digital solidarity spaces between 2021 and 2025	12.5%	25%	↗
	✓	N/A	N/A	Equip, connect and train more than 100,000 people by 2025 with Emmaüs Connect	49%	64%	↗
Local commitments	N/A	N/A	✓	Develop projects promoting the local associative and entrepreneurial ecosystem	NEW	p.21	↗

N/A : Non-applicable; N/D : Non-disclosed; N/C : Non-consolidated

(1) See 2020 Altice France group Non-Financial Performance Statement





## Inclusion, equal opportunities and diversity

Commitment is at the heart of the Altice France group's identity. For more than 15 years, the group has been working daily with vulnerable groups to restore equal opportunities, focusing its actions on young people. This commitment is divided into three very complementary areas: support for associations that work to promote youth employment, diversity and the involvement of employees and customers.

### I. Professional integration

#### Promoting professional integration with La Cravate Solidaire



La Cravate Solidaire, a partner association of the SFR Foundation for the past two years, has the mission of facilitating access to employment for people who are being integrated or reintegrated into the workforce by fighting against discrimination based on appearance.

It offers free business attire to job seekers, image advice and mock interviews.

In 2021, for one month, a national collection of business clothing was organised at nine SFR sites: in the Paris region, Bordeaux, Lille, Lyon, Nantes and Rouen.

300 jobseekers were given appropriate clothing and gained confidence in their professional integration process, thanks in particular to the helping hand workshops set up by the association.

**905kg**  
of clothing collected in 2021



**H  L  NE MERLIN**  
SFR Human Resources Manager

"What I like about this solidarity approach is above all helping other people outside SFR. It is also the often very rich human exchanges that we can have with these people. What my commitment brings me personally is to take a step back from my often demanding daily life, to raise my head, to look further. And I also feel that I am being useful, even on a small scale, by helping people who need it."



See H  l  ne Merlin's  
testimony



#### Supporting inclusion through sport with Sport dans la Ville

Sport dans la Ville is the main association for integration through sport in France. For more than 20 years, all the programmes set up by Sport dans la Ville in 46 sports centres have helped to promote the social and professional integration of 7,500 children and young people aged between 6 and 25. The SFR Foundation renewed its support in 2021 to promote equal opportunities through sport for **1,800 young girls**, and to encourage the professional integration of **750 girls** through the **L Dans La Ville** programme.



**3 new sports centres**  
in Essonne, Seine-Saint-Denis, Bouches-du-Rhône

**5 young people won phones**  
through a competition on social networks



### Nos Quartiers ont du talent: a professional mentoring program dedicated to young graduates



For 5 years, the Media division has been supporting Nos Quartiers ont du talent (NQT), which offers an employment support system for young graduates from disadvantaged backgrounds. Since October 2021, the group has also supported the association's entrepreneurship programme to support 100 young people for 3 years. In this context, NQT already organised the 1st "entrepreneur hub", in December 2021, which has enabled around ten young entrepreneurs to be coached by as many expert mentors in entrepreneurship.

### Support for schooling and success for the poorest in Morocco

In 2021, Intelcia participated in a project to develop a mathematics and physics book for the most disadvantaged future high school students. Intelcia also provided financial support to the Nahda association for the renovation of a school.

### The Collectif pour l'Emploi: mobilising around a common cause

The Collectif pour l'Emploi, initiated by 6 corporate foundations, including the SFR Foundation, creates solutions for employment such as the Parcours Ecole-Entreprise de la Seine-Saint-Denis, which helps SEGPA (adapted general and vocational education) pupils to have the right tools and information to facilitate their orientation and their entry into the professional world.

### School-Business Pathways: supporting young people in their educational and professional projects

A federation of 17 associations, approved by the Ministry of National Education, Youth and Sports and a partner of the SFR Foundation, Entreprendre pour Apprendre interconnects school and business to help all potential grow through the Mini-Entreprises Parcours Ecole-Entreprise programme, offspring of the Collectif pour l'Emploi. This two-year course offers a concrete entrepreneurial experience to 3rd and 4th year secondary school students in the SEGPA section in Seine-Saint-Denis.

5 committed SFR employees presented their jobs and career paths as part of the "1 day, 1 job" scheme in November 2021, in order to introduce these young people to different career paths.



**27 secondary schools involved**

**14 mentors**

**277 young people supported**

**5 SFR employees involved**

### Highlighting inspiring career paths

As players in professional and social integration, the SFR Foundation and the 20 associations grouped together within L'Ascenseur work with young people to help them overcome the difficulties and obstacles they may encounter in their academic, professional and personal careers. Together, L'Ascenseur and the Fondation SFR have joined forces with BFM Business and RMC Story to create a TV and digital programme of testimonials presenting inspiring career paths.

**9 life stories**

« Exemplaires » :

**Portraits inspirants, in partnership with  
the SFR Fondation - YouTube**



This program presents nine inspiring life stories of young people who have been supported by L'Ascenseur associations in the past and who are now moving forward with confidence in their professional careers. The aim of this programme is to convey a message of hope and optimism to the new generation, but also to raise the awareness of economic and political decision-makers about the need to trust talents that are more representative of the plurality of our society.



## Commitment to revealing the talent of young women

The Rêv'Elles association has been committed to equal opportunities since 2013. It works to improve the professional orientation of young girls aged 14 to 20 from working-class backgrounds. Its action involves setting up a nine-month support system consisting of group and individual coaching, as well as workshops enabling them to work on their professional project.



In 2021, the association accompanied 229 new beneficiaries and 466 alumnae thanks to the support of the SFR Foundation. Through this partnership initiated 6 years ago, the SFR Foundation regularly organises meetings between these young girls and employees of companies in the Altice France group (SFR, BFMTV, BFM Business, RMC Story and RMC Découverte). In February 2021, a "Rêv'Elles Moi SFR" day was organised in a digital format, in

view of the health crisis, for beneficiaries in the Île-de-France region, while in October 2021, the same day was held in Lyon on site. A total of 45 female "Role Model" employees were involved throughout the year to present their career paths, inspiring and guiding these young girls.



45 "Role Model" employees

229 new beneficiaries

466 alumnae

## II. Equal opportunities

### Mobilising employees and customers for equal opportunities

#### Association sponsorship

Employee involvement is the key to the success of the Altice France group's commitment. They can become involved through sponsorship of an association.



30 beneficiary associations with a grants of €5,000 and €10,000 for the favourite associations



As part of its responsible and civic-minded approach, SFR, via its Foundation, has set up various employee commitment mechanisms, including the Citizen Support Fund, which allows employees to sponsor an association project. More than 1,000 associations have been supported by SFR employees since 2006. Each year, the SFR Foundation selects associations whose common objective is to promote professional, sporting or cultural integration, digital inclusion, support for young people from disadvantaged backgrounds, support for people in vulnerable situations (precariousness, disability, etc.) or the fight against all forms of discrimination.

Among the 80 associations which applied for this year's Citizen Support Fund, 30 received a grant of €5,000 from the SFR Foundation. The employees participated in the election of the three favourite projects and their votes went to the associations Mille Pat', Rose Up and Décines Rugby League, which received an additional €5,000.



## Mentoring

Since its creation in 2004, Article 1 has been supporting talented young people from modest backgrounds in their academic and professional success, in particular through mentoring and the "Tous Entrepreneurs" pre-incubation programme. Over the past 17 years, 1,700 young mentees have been individually supported by nearly 1,500 committed SFR employees. In 2021, thanks to the support of the SFR Foundation, 1,188 young people between the ages of 16 and 25 were able to be followed by the association. In 2021, Article 1 launched its first DEMA1N.org platform, which democratises men-

toring so that employees or self-employed volunteers can support students in their academic and professional success. Through the SFR Foundation, the group has mobilised by relaying on BFM Business, as well as internally, the advertising campaign intended to promote this platform dedicated to mentoring.



## Skills sponsorship

SFR is the first French company to have negotiated, in 2006, a company agreement on skills sponsorship allowing employees to get involved in an association during their working hours. All employees of the SFR UES (social and economic unit) can devote between 2 and 8 days per year to one or more associative actions. Employees at the end of their careers can devote 20% of their working time

to an association.

A solidarity commitment platform was launched in April 2020 to enable employees to carry out a solidarity action with an association in need of volunteers. It has more than 1,000 missions available. In 2021, more than 1,860 employees were registered on the platform and almost 200 solidarity actions were carried out.



**200 solidarity actions**

**+ 1,860 registered employees**

**+ 400 missions available**

## Involving customers in our commitments

In addition, since 2013, SFR has offered its customers the opportunity to support partner associations by subscribing to a "solidarity option". Thanks to this non-binding option, €1 per month is invoiced to the customer and is entirely donated to the association. Nearly €47 000 was donated to Emmaüs Connect in 2021. At the end of 2020, SFR also launched a new option for SFR and RED subscribers. They can now donate €1 per month to the Fondation des Hôpitaux to improve the daily lives of patients, carers and assistants in hospitals.



## III. Diversity

### Valuing diversity

**SFR is committed to 52 associations**

Convinced that diversity is a factor of social dynamism, innovation and economic efficiency, the Altice France group has placed it at the heart of its corporate social responsibility policy. The group strives to promote people from all walks of life within its media.

This desire to reflect the plurality of opinions and the diversity of French society is reflected in the editorial choices of the group's various editorial offices/channels.

Launched in 2018, RMC Story is the true stories Channel, rooted in the reality of our society and a driving force in the representation and promotion of diversity. RMC Story engages each year with 52 associations through the production and distribution of a short weekly program called "Engagez-vous", in favour of social cohesion and diversity on French territory.



In addition, BFMTV co-founded "Vu des Quartiers", an association that aims to create a directory of inhabitants and actors in priority neighbourhoods for journalists. The aim is to create a direct link between the press and the neighbourhoods for a fairer, more balanced media treatment, closer to the ground and to everyday life. The tool, supported by the Ministry of Territorial Cohesion and Relations with Local Communities and the National Agency for Territorial Cohesion, was launched in 2021.





In addition, BFM and RMC are partners of 2 preparatory classes for journalism school competitions. This free 8-month training course is reserved for scholarship students, often from working-class neighbourhoods or isolated rural areas. The aim is to promote diversity within journalism schools. Each year, 80 students are supported by the association. In 2021, thanks to the group's support, 75% of the students were eligible for the journalism school entrance exams and more than 2 out of 3 students enrolled in a recognised journalism course.

**150 media and information literacy interventions for 1,680 beneficiaries**



Finally, SFR is a partner of Mozaïk RH, a recruitment firm specialising in promoting diversity in companies, and the SFR Foundation has supported the inclusive platform "diversifiezvos talents.com" since its launch in 2018. Its aim is to increase the number of contacts between companies and candidates who are assessed not only on their CV but also on their potential and personality. The Altice France group's commitment to equal opportunities and diversity is also reflected in the human resources policy implemented within the company. As an employer, the group is implementing actions to promote access to employment for disabled people, gender equality, work-life balance and the recruitment of work-study students.



## Easier access to health for all and better care for vulnerable populations

The Altice France group has been working for 20 years in favour of health. By committing to Sidaction and the Fondation des Hôpitaux, the Telecom and Media divisions are working to ensure that everyone has the opportunity to access health services. In 2021, Intelcia invested in the fight against breast cancer and contributed to the hospital effort in the regions where it operates.

### Actions for health with the Fondation des Hôpitaux and the Pièces Jaunes (small change) operation



The Telecoms division has been a partner of the Fondation des Hôpitaux for 10 years, notably with the support of the Pièces Jaunes operation, repeated each year. On the one hand, SFR is raising funds for the operation through an SMS campaign sent to its subscribers, who can make a donation by SMS debited from their phone bill. In addition, the Telecoms division is relaying the donation campaign in all its shops, on its websites, its applications and among its employees.

### L'Appart': developing the independence of adolescents with disabilities

Thanks to an exceptional mobilisation in 2020 and 2021, SFR was able to collect more than €100,000 and participate in the creation of L'Appart', an exceptional place for young people who are ill or have a disability. This place, which will open in 2021 at the Timone hospital in Marseille, aims to teach the 500 adolescents followed each year by the paediatric service to take care of themselves and to develop their autonomy in the care pathway. It helps them to prepare for their future so that they can build their life project with confidence.

The Pièces Jaunes TV and radio campaign is also broadcast on all channels of the Altice France group's Media division, in particular BFM and RMC. The amounts collected are allocated to the "Transition" programme, which responds to the needs of adolescents with chronic illnesses who are moving from the paediatric medical system to adult medical care.





## The fight against breast cancer



Intelcia supported the Ruban Rose association, which raises awareness of early detection of breast cancer and supports and finances research to combat this disease. In addition, 10 of its employees took part in the Octobre Rose race for breast cancer screening in France.

In Côte d'Ivoire, Intelcia organised a conference to raise awareness of breast cancer and to disseminate good practice, hosted by the Ligue Ivoirienne de Lutte Contre le Cancer (LICC).

## More than 20 years of commitment to Sidaction

The Altice France group is committed to Sidaction. For the past 21 years, SFR has provided Sidaction with the telecom infrastructure and services to route donor calls to the various telephone reception centres opened for the operation. This service allows Sidaction to be autonomous and to better manage the arrival of donor calls and their distribution to partner call centres. Thanks to this infrastructure, Sidaction is also able to consult traffic statistics and the times when calls are made.

For the first time this year, in view of the health context and the massive deployment of teleworking within the group, 40 volunteer employees of the Altice France group took calls from home, from 8pm to midnight. SFR had to change the reception structure of its call centre, which was usually held on its premises.

This year, the employees were at home and received technical support as well as remote assistance from the Sidaction teams. Priority has been given to data security in order to comply with the General Data Protection Regulation. The channels BFMTV, RMC, RMC Découverte and RMC Story also got involved on 26, 27 and 28 March by broadcasting the appeal for donations free of charge, as well as the advert featuring the sponsors of this 2021 edition.



## Supporting the hospital effort

Intelcia is mobilising to provide assistance to hospitals in the areas where it operates.

For example, a blood donation campaign was organised at sites in Madagascar to contribute to the country's hospital effort.



## A commitment at the heart of the territories and serving communities

Intelcia is unique in that it is present in about ten countries, particularly in Africa and the Indian Ocean. Local presence is therefore essential, so that the group's activities can be organised in accordance with the realities of each territory.

In order to develop with local communities and not alongside them, Intelcia is involved in numerous actions aimed at supporting local structures in various fields: health, education, vulnerability, etc. The group supports both one-off actions requiring emergency sponsorship, and partnerships with a more visible impact and sustainability. Intelcia's particularity lies in the fact that it involves its employees in its actions, and favours the initiatives that they put forward.





Intelcia is involved in numerous actions aimed at supporting local structures in various fields (health, sport, education, etc.) via other sponsorship schemes.

In France, Intelcia donated €7,500 to Les Restos du Cœur to support the most vulnerable populations.



At the same time, Intelcia took part in a collection of clothes, toys and food for the most disadvantaged families, in collaboration with various associations, in particular Les Restos du Cœur.

Morocco  
Senegal  
Madagascar

In three countries, Intelcia supported associations to distribute meal baskets to help people in precarious situations, disadvantaged families or carers and support them during the pandemic. In Morocco, via four associations in Rabat, Casablanca, Meknes and El Jadida, 500 "Covid-Ramadan" baskets were distributed thanks to the support of Intelcia. Meal baskets were also distributed in Madagascar to help disadvantaged families.

Intelcia participated in the PIES school football tournament in Senegal. Within this framework, each registered team enabled the enrolment of one child in these schools.



In 2021, Intelcia's volunteer employees formed 6 teams, enabling 6 children to attend school.





### Boosting the local fabric

In Morocco, Intelcia encourages the involvement of its employees and supports start-ups and social enterprises whose mission is in line with the group's CSR guidelines, to strengthen the local fabric and create indirect employment. Intelcia is committed to a Moroccan association and social enterprise and provides them with free services to develop their activity and promote their influence.

Intelcia supports the implementation of a customer relationship management system for the social enterprise KEZAKOO through the implementation of tools and satisfaction surveys.

KEZAKOO operates in education throughout Morocco, via a platform of support courses and video capsules for secondary school students.

**kezakoo**



Intelcia supports the implementation of digital marketing for the Moroccan Magic association. This association is an umbrella organisation for some sixty cooperatives and craftsmen in different regions of Morocco. In particular, Intelcia is working on setting up a platform for the sale of the cooperatives' products, providing them with assistance on the design, pricing and shooting of their product. In doing so, Intelcia is contributing to efforts to increase the economic independence of these cooperatives, many of which are made up of women.



**REDA EL FAKIR**  
Managing Director of Kezakoo

"We are very proud and grateful to be supported by a renowned and leading group like Intelcia. Thanks to Intelcia's contribution, the Kezakoo academic success solution will benefit a greater number of students and their parents. In this way, together we are helping to build a better future for the next generations. We would like to thank Mr Karim Bernoussi and the entire Intelcia team for their trust and kindness."



**RABIA WARDI**  
Chairwoman of Moroccan Magic

"We have had the pleasure of collaborating with the Intelcia Morocco group since 2020 on various actions for the benefit of women's cooperatives in order to help them access the market and develop their turnover. This collaboration has resulted in the launch of a digital platform dedicated to the marketing of products from rural and women's cooperatives. More than 60 cooperatives benefit from this platform which markets more than 300 products."

We are very proud to work with Intelcia for the development of the social and solidarity economy in Morocco and the empowerment of women."



## Digital: an opportunity for all

As a major player in the French telecoms sector, SFR is convinced that all citizens should have equal access to digital services. The use of the mobile phone and internet is a major lever for social and professional integration for people in precarious or excluded situations. Digital inclusion is therefore a core issue for the company.



**JULIE LESEUR**  
Managing Director of the SFR Foundation,  
Head of Group Engagement

"SFR has made the challenge of digital inclusion a priority for the past 10 years by participating in the creation of Emmaüs Connect, which is now the leading association in the field of digital illiteracy and inclusion. SFR, in partnership with Emmaüs Connect, is working on three priorities: equipping, connecting and supporting people in essential skills."

Fondation **SFR**

"The health crisis has highlighted the urgency of combating digital and social exclusion. Citizens and actors on the ground must be made aware so that mobilisation does not weaken. Alongside the State and SFR, a long-standing partner that enables us to work on a daily basis with people in precarious situations, ambitious digital inclusion projects are being carried out to connect, equip and support more people throughout the country."



**MARIE COHEN-SKALLI**  
Co-director of Emmaüs Connect



## Easier access and use of digital technology

SFR has been involved in digital inclusion for 10 years and in particular participated in the creation of Emmaüs Connect, which is now the leading association in this area. Thanks to the support of SFR and its Foundation, Emmaüs Connect has opened 15 digital solidarity spaces throughout France. These centres offer both equipment at solidarity rates (smartphones, prepaid cards donated by SFR) and training.

In 2021, 769,000 Go and 233,400 prepaid top-ups were offered to enable the most disadvantaged to access the Internet and essential services (administrative procedures, job searches, etc.).



## New reception points

The Emmaüs Connect reception points in La Friche Belle de Mai (Marseille) and in Paris, in the 2nd arrondissement, were opened in 2021. These spaces have already enabled more people in a situation of digital insecurity to have access to computer equipment and to be accompanied in their use. In total, over 105,000 people have been helped since Emmaüs Connect was created, including 14,437 in 2021.



## Digital relays

Thanks to the support of SFR, Emmaüs Connect has deployed its network of Relais Numériques to equip social structures wishing to promote digital inclusion. 220 structures have already joined the scheme and 1,300 people have benefited from free support which has enabled them to acquire a minimum digital knowledge: getting to grips with a computer or a smartphone, surfing the Internet, using an email box, etc.



## Digital technology accessible to all with LaCollecte.tech

In November 2020, SFR participated in the launch of "LaCollecte.Tech", the first solidarity platform designed to collect donations of used equipment from companies to equip people excluded from the digital world. As the first private donor, SFR has committed to donating unused IT equipment (computers, screens, accessories, etc.) each year to support this project at the heart of the circular economy with a triple social, environmental and economic impact. In 2021, this donation amounted to more than 3,286 computers, which are reconditioned by solidarity-based reconditioners (Ateliers

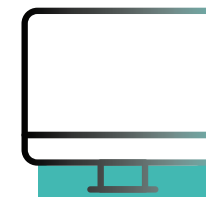
du Bocage, Trira, Ateliers Sans Frontières, etc.). This computer equipment is then offered at a solidarity rate in Emmaüs Connect's solidarity spaces, but also through association partners, so that people in a situation of digital poverty can be equipped in turn.

**LaCollecte.tech**

## Combating the digital exclusion of students

During the first lockdown, the digital divide was severely widened. This is why SFR has launched an emergency plan alongside Emmaüs Connect, and in partnership with the Ministries of National Education and Higher Education. SFR has joined forces with the City of Lille to equip and connect 2,000 students in precarious situations and those suffering from digital exclusion, in order to

offer them the same learning conditions and the same chances of success as other students. This approach enabled scholarship students to benefit from a free 4G pocket box and a connection kit offering Internet access for 5 months. In total, SFR offered 80,000 GB of data and 2,000 4G pocket boxes.



**Being able to connect to the internet has become an absolute necessity, especially for students:**

- ♦ to access their institution's services and training remotely;
- ♦ to carry out administrative procedures at a time when more and more public services are being dematerialised (CAF, CROUS, etc.);
- ♦ to find a student job (80% of jobs are found on the Internet).

## The advertising campaign: treating those who need it

**SFR** **MON NOËL IDÉAL**  
**FAIRE PLAISIR AUSSI À CEUX QUI EN ONT BESOIN**

Déposez vos anciens téléphones dans l'un de nos magasins SFR. Reconditionnés ou recyclés par les Ateliers du Bocage, ils seront proposés à des personnes en difficulté, grâce à Emmaüs Connect. **Votre générosité peut changer leur quotidien !**

**RDV EN BOUTIQUE SFR**

**SFR 10 ans** **EMMAÜS CONNECT** **les ateliers du bocage**

SFR launched a mobile phone collection campaign in all its shops over the 2021 Christmas period. The "Mon Noël idéal": the aim of the "Treating those who need it" project was to equip the most disadvantaged while contributing to the protection of the environment. Depending on their condition, the phones donated by customers will be reconditioned or recycled by Les Ateliers du Bocage, an adapted and integration company, member of the Emmaüs movement. After being reconditioned, they will be sold at a solidarity price in 2022 to people in digital and social difficulty thanks to Emmaüs Connect.

## Actions at the heart of the regions with WeTechCare

**WEBCONFÉRENCE 24 JUIN 2021**

**DÉVELOPPER DES PROJETS D'INCLUSION NUMÉRIQUE DANS LES COMMUNES RURALES**

**WETECHCARE** **AMRF** **SFR**

**See the webconférence**



SFR and WeTechCare have been supporting public service operators, local authorities and social inclusion players in their digital inclusion strategy for the past five years. Thus, in 2021, three web conferences were organised by SFR and the association in order to help regions to take digital inclusion into account in their public policies.

Through a debate and a series of testimonies, viewers discovered the challenges of digital inclusion and solutions to accelerate projects in the regions. The editions organised during the year in partnership with the Assemblée des Départements de France (ADF), the Association des Maires Ruraux de France (AMRF) and then with the association Villes de France, were attended by nearly 800 people.

# The Altice France group, committed to the environment



Economic and social actors are more than ever faced with the challenges of preserving the environment and combating climate change. The publication of the IPCC report in the summer of 2021 and, to a lesser extent, COP26, have accelerated global awareness of these issues.

Due to its extensive geographical presence and its status as a major digital player in France, in 2021, the Altice France group has strengthened its environmental commitments. To this end, the group has implemented its environmental policy across all its business lines, through its three strategic axes:



## Key performance indicators

ISSUES	TELECOMS DIVISION	MEDIA DIVISION	INTELCIA	KEY PERFORMANCE INDICATORS	2021
Climate change and energy efficiency	✓	✓	✓	Energy consumption Scope 1	34.8 GWh
	✓	✓	✓	GHG emissions <sup>(1)</sup> Scope 1	13,549 t.CO2
	✓	✓	✓	Energy consumption Scope 2	902 GWh
	✓	✓	✓	GHG emissions <sup>(1)</sup> Scope 2	54,281 t.CO2
	✓	✓	N/D	GHG emissions <sup>(1)</sup> Scope 3 <sup>(2)</sup>	80,393 t.CO2
	✓	N/A	N/A	Annual reduction in electricity consumption in relation to customer use	25.65 %
	✓	✓	✓	GHG <sup>(1)</sup> per employee <sup>(3)</sup>	2.36 t.CO2
Circular economy and waste reduction	✓	✓	N/D	Recovery rate of waste electrical and electronic equipment	90.5%
	✓	N/A	N/A	Share of reconditioned boxes	97%
	✓	N/A	N/A	Share of sales resulting in recovery of a mobile phone	18%

N/A : Non-applicable; N/D : Non-disclosed; N/C : Non-consolidated

(1) Gaz à effet de serre

(2) In 2021, Scope 3 will include business travel as well as consumption of boxes and decoders by customers

(3) Scopes 1 and 2

## I'm moving forward with Altice ("J'avance avec Altice"), a global and concrete plan for the ecological transition

Since 2020, the Telecoms and Media divisions of the Altice France group have been involved in an integrated and global environmental approach, thanks to the "J'avance avec Altice" plan. This plan has three main components: Improving the environmental performance of products and services; Mobilising employees, customers and the general public to face the environmental challenge; Developing eco-responsible telecoms infrastructures and audiovisual production. Ambitious objectives have been defined for all of Altice France's strategic areas and new actions have been launched to improve the group's environmental performance.

Among the measures implemented by the Telecom and Media divisions to promote a more responsible digital environment, innovative services have been developed to enable their customers to reduce their environmental impact (recycling and reconditioning of terminals, carbon neutral advertising, etc.).

In 2021, SFR signed the charter of voluntary commitments of the member operators of the Fédération Française des Télécoms in favour of sustainable digital technology. This charter includes the ambition to achieve overall carbon neutrality on scopes 1 and 2 by 2040, commitments to limit the impact on natural resources and the ambition to enable digital technology to serve the environment.



## Altice France group objectives

ISSUES	TELECOMS DIVISION	MEDIA DIVISION	INTELCIA	OBJECTIVES	2020	2021	TREND
Climate change and energy efficiency	✓	✓	N/A	Reduce GHG(1) Scope 1 and 2 emissions by 50% by 2030 compared to the reference year 2020	NEW	+3.17%	↘
	✓	✓	N/A	Contribute to carbon neutrality by reducing or offsetting all Scope 1 and 2 emissions by 2040	NEW	+3.17%	↘
	✓	N/A	N/A	Reduce by 12% annually the electricity consumption of the network in relation to customer use	NEW	-25.65%	↗
Circular economy and waste reduction	✓	N/A	N/A	Reduce product packaging: 100% of products marketed compliant with the packaging eco-design charter by 2023	NEW	p.30	↗
	✓	N/A	N/A	Responsible design: 100% of products marketed compliant with the eco-design charter by 2025	NEW	p.30	↗
Responsible consumption and awareness raising	✓	✓	✓	Improve the awareness of customers, employees and partners of environmental issues	NEW	p.34-38	↗

N/A : Non-applicable; N/D : Non-disclosed; N/C : Non-consolidated

(1) Greenhouse gases

## Intelcia's environmental policy

In 2021, the Intelcia Group identified the best practices adopted by its sites on three continents in order to better standardize them, with the highest possible level of requirements. Intelcia has thus adopted its own Eco-responsibility Charter, signed by its Top Management. This charter sets out the objectives of the Altice France group, adapting them to its activities and its rapid geographical expansion, particularly in Africa. In this continent, the sectors acting for the circular economy are still underdeveloped and sometimes made inaccessible by their price, or by the infrastructures that do not always exist in the countries of implementation.

## The fight against climate change and the energy transition

## I. Carbon Policy

Digital technology is a formidable lever in the fight against global warming and the ecological transition, particularly through the development of new technologies and new uses such as teleworking, telemedicine and connected objects. Aware of its responsibility, the Altice France group has defined an action plan based on the 3 reference pillars: Avoid, Reduce and Compensate. In particular, it is committed to making its impact calculations more reliable in order to reduce its main greenhouse gas emissions and optimise its energy consumption.

## 1. AVOID

Eliminate an activity or part of an activity to ensure that there are no direct or indirect impacts

## 2. REDUCE

Reduce the duration, intensity or extent of impacts without eliminating them completely

## 3. COMPENSATE

Compensate for unavoidable ecological impacts with a concern for geographical proximity, with an obligation to achieve results and sustainability

## Altice France Group's energy consumption and emissions report

	ALTICE FRANCE GROUP		TELECOMS		MEDIA		INTELCIA	
	Consumption	Emissions	Consumption	Emissions	Consumption	Emissions	Consumption	Emissions
Scope 1	34.8 GWh	13,549 t.CO2	32.5 GWh	12,940 t.CO2	0.48 GWh	122 t.CO2	1.83 GWh	487 t.CO2
Scope 2	901.9 GWh	54,281 t.CO2	882.8 GWh	49,030 t.CO2	8 GWh	326 t.CO2	11.1 GWh	4,924 t.CO2
Scope 1+2	936.71	67,830 t.CO2	915.3 GWh	61,971 t.CO2	8.49	448 t.CO2	12.93 GWh	5,411 t.CO2
Scope 3	N/A	80,393 t.CO2	N/A	79,653 t.CO2	N/A	740 t.CO2	N/A	N/D
Scope 1 to 3	N/A	148,223 t.CO2	N/A	141,624 t.CO2	N/A	1,188 t.CO2	N/A	5,411 t.CO2

## Intelcia's Eco-Responsibility Charter

The charter is based on 3 priority objectives:

- ◆ minimise all direct and indirect greenhouse gas emissions;
- ◆ reduce the environmental impact of purchases and consumption, in particular by adopting a circular approach to the life cycle of products;
- ◆ educate and raise awareness among employees and all stakeholders; initiate and support voluntary actions.

These 3 objectives are broken down into 6 themes: water, energy, waste and circularity, sustainable procurement, promotion of virtuous practices and governance.





## The Telecoms and Media divisions define GHG emission reduction pathways

In 2021, the Telecom and Media divisions defined an ambitious and evolving carbon strategy. This strategy aims to reduce their greenhouse gas emissions, extend the scope of emissions calculation and develop partnerships with responsible actors in order to make a significant and collective contribution to the fight against climate change.



### The main objectives of the low carbon strategy

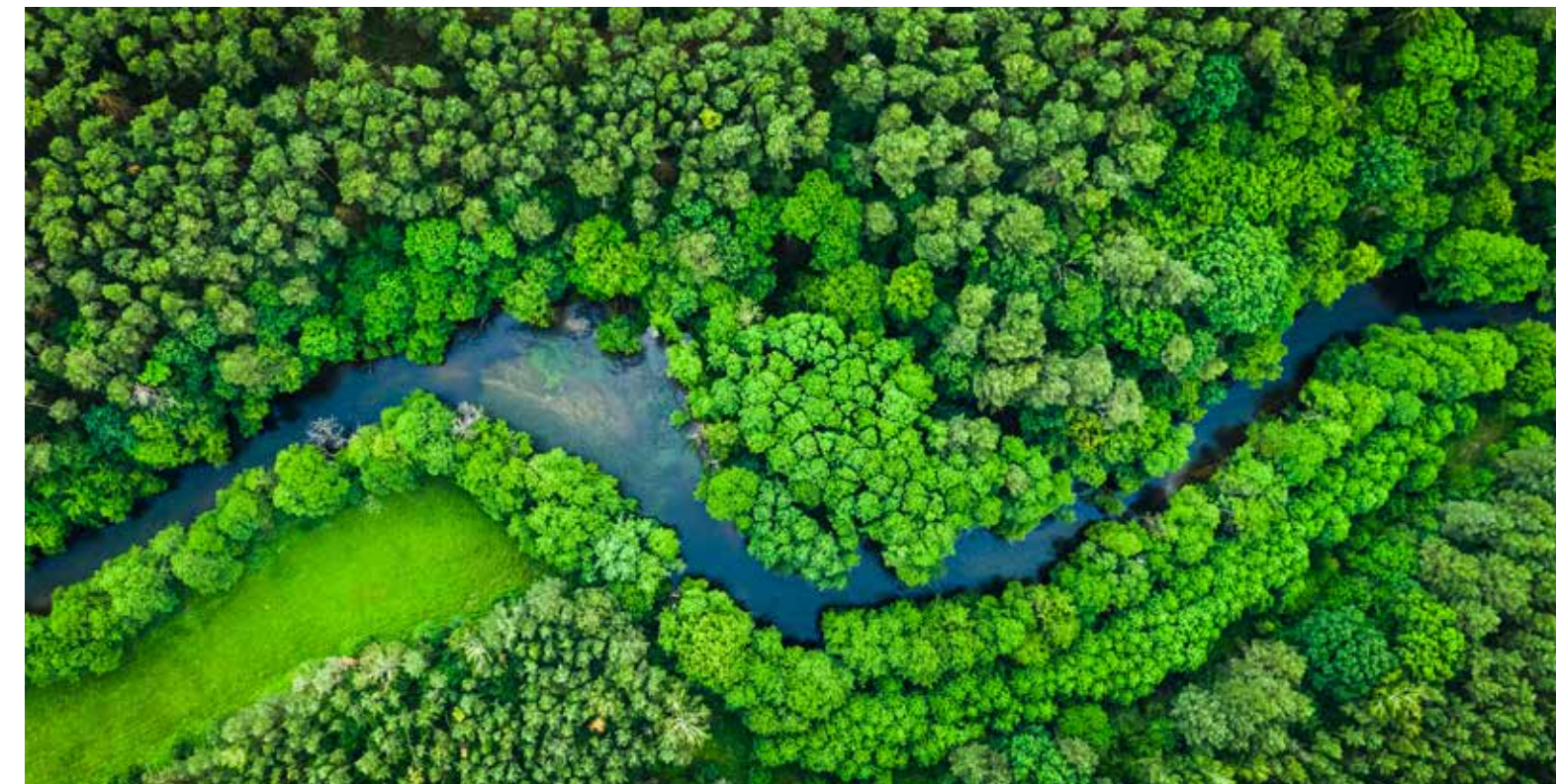
#### -50% émissions

by 2030 compared to 2020 for Scopes 1 and 2

**Avoid, reduce or compensate for all CO2 emissions** by 2040 on Scopes 1 and 2

**Extend the Scope 3 calculation** to reduce emissions throughout the value chain

**Develop actions and partnerships** to contribute to carbon neutrality



### Intelcia's organisation serving its environmental ambitions

In 2021, the Intelcia group carried out a complete overhaul of its General Resources department in order to implement the ambitions of its Eco-responsibility Charter at all its sites.

### Compens'Actif: carbon-neutral advertising space

In line with the group's low-carbon strategy, Altice Media has worked on a carbon audit taking into account Scopes 1, 2 and 3 of its advertising activity, in partnership with EcoAct<sup>(1)</sup>. This audit identified eco-design actions to be implemented to reduce the carbon footprint of Altice Media's advertising activity.

Altice Media's advertising network has also been offering advertisers carbon-neutral advertising space since January 2021. Accompanied by the certified organisation EcoAct, the network gives advertisers the opportunity to evaluate the carbon footprint of their digital campaigns and to deploy a strategy of offsetting through low carbon actions.

(1) <https://eco-act.com/>



*"Intelcia is extending its environmental responsibility policy to all countries where it operates. Our aim is to reduce our impacts through rigorous monitoring of water, electricity and energy consumption, but also to gradually engage in circularity for the management of our waste."*



**MOHAMMED AMINE ZAHHAF**  
Director of General Resources  
Intelcia Group

### Reducing the impact of the vehicle fleet

Intelcia has implemented an ambitious car fleet policy, introducing the use of hybrid vehicles in France and limiting the allocation of new cars in the rest of the countries where it operates.



## II. Energy policy



**OLIVIER TAILFER**

Executive Director Network and Services  
Altice France

*"Our strategy: to give all French people access to the best digital technology and the best broadband customer experience."*

*This ambition must respond to the societal challenges of today and tomorrow, and in particular those of the environment. Thus, these issues are at the heart of the design of our sites, the selection of our suppliers, our equipment and the management of their end of life. Our strategy is clear, to make the network more efficient and more responsible."*

### A network energy strategy defined at the highest level

The energy management system of the Telecoms division, established on its network according to the ISO 50001 standard, has a direct impact on energy consumption. It improves functioning and use, avoiding malfunctions. It also allows for long-term effects thanks to a proactive energy policy that will be implemented over several years and reviewed in 2021 to be in line with the group's objectives. Through the signature of its new energy policy in 2021, the Altice France group is committing to a strategy in line with the Paris Agreement and national objectives in terms of carbon neutrality.



### The objectives

**Reduce by 12% annually energy consumption**  
in relation to customer use

**Reduce greenhouse gas emissions from Scopes 1 and 2**  
by 50% by 2030

**Contribute to carbon neutrality** by 2040 on Scopes 1 and 2

**Continue to green the energy consumption of our fleet**  
by purchasing renewable energy

**Promote the use of more efficient refrigerants** with a lower  
Global Warming Potential (GWP)



### Intelcia's strategy for reducing energy consumption

#### Reduction of consumption linked to lighting and air conditioning

Pursuing its logic of harmonising best practices, Intelcia capitalises on the experiences of the various countries in which it operates.

Thus, an example has been taken from the sites in Madagascar, where lighting is entirely provided by LEDs, and actions have been launched at the other Intelcia sites to opportunistically replace the bulbs in place with LEDs, but also to install presence detectors, schedule screen standby outside working hours and make security guards aware of the need to switch off lights.

In Morocco, an energy optimisation project started in the second quarter of 2021. Starting with the Casablanca site where a pilot is underway.

The first results are very positive, as the replacement of 956 bulbs with LEDs has already led to a 10% reduction in energy consumption. The optimisation

of the general and programmed switching off of lights at the end of working hours shows a reduction of about 5% of the site's consumption.

**-15% electricity consumption**  
at the Casablanca site

In addition, the Senegalese sites have been equipped with a controller for turning the air conditioning on and off in order to program its cycles according to the presence of employees on site and to generalise its switching off at the end of the day.

### Sustainable procurement at the heart of reducing energy consumption

In line with the commitments of the Telecoms division in its energy policy, the Intelcia group has adopted energy criteria in its choice of IT equipment purchases. Thus, the computer and monitor ranges are Energy Star and EPEAT (Gold or Silver) labelled and the renewal of the server and storage bay ranges has also been carried out with Energy Star labelled models since 2012.



### III. Energy projects

#### The network, at the heart of needs and decisions

The group's energy consumption is mainly related to the technical sites that make up the telecommunication network. It accounts for about 94% of its total electricity bill. Optimising energy consumption is a priority for the Altice France group in order to meet one of its main environmental challenges.

**More than 200 energy efficiency actions undertaken in 2021**



**1,078 MWh saved**  
i.e. the annual consumption of almost 500 French people<sup>(1)</sup>

**-25.65% of electricity consumption in relation to customer use in 2021**, reflecting the increase in customer digital uses but also the improved energy efficiency of the network and thus far exceeding the annual objective of -12% set in the energy policy.

"Guaranteeing a quality of service for our network by taking into account the energy criteria of the equipment that makes it up is our daily challenge."



**ALAIN CARTON,**  
Director DATACENTER SFR



#### An Energy Management System to support the energy transition

With this in mind, the Altice France group has been involved in a voluntary certification process for its energy management system (ISO 50001) since 2015. This certification covers the SFR, SFR Fibre, Completel and SRR networks, i.e. the bulk of its energy consumption. The group is committed to optimising the design of its sites by dismantling little-used equipment. In 2021, and despite the global health context, these efforts have been further accentuated to achieve the best energy performance.

The network operations teams have been working with the main data centre subcontractors to achieve this. According to the technical network engineering forecasts established in 2015 and in view of the increase in data usage, the electricity consumption of the network should increase by 7% per year. The actions carried out within the framework of the energy management system have made it possible to reduce this growth rate to 1.5% on average 372 million kWh since 2015, equivalent to the annual consumption of more than 82,000 French households.

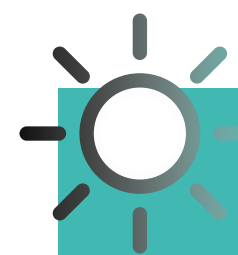
#### Actions in favour of the development of renewable energies



Since January 2021, the Altice France group has made a bold choice by joining forces with the French energy supplier Ekwateur to supply part of its telecoms sites with 100% renewable energy. At the same time, SFR has undertaken to supply part of its 5G sites with renewable energies. To carry out this project, the group has teamed up with TotalEnergies, France's leading alternative energy supplier.

For example, since July 2021, renewable energy has been powering more than 160 5G sites. This electricity, which comes from hydroelectric dams, windmills or solar panels, enables the Altice France group to reduce its carbon emissions, but also to contribute to the development of 100% French electricity production.

**90.87 Gwh**  
of renewable energies



**The group is experimenting with new technologies to reduce its environmental footprint.**

This is why, in 2021, SFR embarked on the deployment of antennas powered by solar panels.

(1) <https://selectra.info/energie/guides/conso/consommation-moyenne-electricite>





### Projects for a more responsible technology

For more than 20 years, the Altice France group has been carrying out numerous initiatives aimed at limiting the environmental impact of its network, in particular through its certification procedures or as part of its acceleration plan dedicated to the environment

"J'avance avec Altice" launched in October 2020.

In 2017, SFR initiated the RACAM programme for the "Continuous Streamlining of the Mobile Network Architecture" on its mobile network. It consists in particular of:

- ◆ **a permanent review of the uses of microcells:**  
analysis of the mobile traffic supported by these microcells and their location in relation to other sites in the area allowed the overall network architecture to be optimised and 62% of these microcells to be permanently switched off;
- ◆ **a review of network controller architecture:**  
allowing 27% of the fleet to be switched off;
- ◆ **a renovation of mobile sites:**  
sites that are no longer suitable for high mobile traffic due to increased usage are replaced by more energy efficient sites. Equipment from the replaced sites is reused in lower traffic areas.

## Towards a circular economy: eco-design and waste minimisation

### I. The Greener Altice programme

At the end of 2020, the Altice group launched its Greener Altice programme. Global and responsible, it concerns all the equipment sold by the group and is divided into 3 action plans: fixed equipment, smartphones and accessories.



**ELODIE BETRON**

Head of Greener Altice  
and Head of Product Roadmap  
Altice group

"The "Greener Altice" programme, launched in November 2020, illustrates the Altice Group's desire to strengthen its environmental commitment. This cross-functional programme mobilises all the group's operators to achieve a common goal: to reduce the environmental footprint of our products (smartphones, accessories, boxes and set-top boxes). Thus, our teams reflect the principles of eco-design and apply its methods to the entire life cycle of our new products without compromising on quality or performance."

This global and responsible programme concerns all equipment sold by the group and is divided into 3 action plans: fixed equipment, smartphones and accessories.



## Eco-designed boxes

The manufacture of boxes is a challenge for Altice to reduce its environmental footprint, which is why the group is committed to the eco-design of its products. In 2021, Altice developed specific specifications for the eco-design of its boxes and made it compulsory to follow them for all new products.

### Eco-design charter for boxes

The specifications impose numerous environmental criteria, such as:

- ♦ optimisation of weights and volumes to reduce the amount of material needed for production and optimisation of transport;
- ♦ the obligation to incorporate a minimum of 40% recycled material in plastic casings;
- ♦ optimisation of the life of boxes, which should provide a total of 400,000 hours of use on average;
- ♦ search for ways to reduce the energy consumption of equipment, an important priority for the Altice group, through the implementation of specific software modes;
- ♦ pursuit of excellence in ease of reconditioning, so that the boxes can be repaired and dismantled as simply as possible, while also ensuring that spare parts are easily replaceable;
- ♦ strict compliance with the eco-design charter for packaging. The use of paper, for example, has been reduced to a minimum by printing the installation instructions directly on the cardboard in vegetable-based ink.

at least  
**40% recycled plastic**



## Packaging charter

Plastic pollution is a major challenge for the preservation of the environment. The packaging market alone accounts for almost half of all plastic waste generated worldwide and over 40% of plastic is used only once, before being thrown away<sup>(1)</sup>.

Aware of the impact of this pollution, the Altice France group has adopted a specific eco-design charter for its packaging. Thus, from 2022, 100% of the group's new products must comply with this charter.



### A few actions of the packaging charter

- ♦ reducing the weight and material of packaging
- ♦ the use of labelled cardboard (recycled or from sustainably managed forests)
- ♦ the use of vegetable-based inks and the reduction of the number of colours
- ♦ the use of vegetable glue
- ♦ the elimination of plastic components (zero single-use plastics)
- ♦ optimisation of manual formats



## Eco-designed mobiles

The Altice France group has been working on expanding its range of responsible mobile phones by adding the Fairphone 3 to its catalogue, a smartphone that has been thought out and designed to have the least possible impact on the environment and to be manufactured in the most socially equitable conditions possible.

In this vein, the Altice France group has been offering its customers a responsible smartphone since November 2021: The Altice E54. The result of work initiated during the first lockdown, this new eco-designed and economical model illustrates the ambition of the Altice France group to provide access to sustainable digital technology that is accessible to all, while seeking to minimise its impact on the environment.

FSC certified packaging

Natural inks

Removal of the loader

Zero plastic bags

3-year warranty

Recycled plastics 20%

Availability of spare parts  
5 years

Zero glue

Paper ties



(1) National Geographic





### Responsible accessories Made in Europe

Plastic drifting in the ocean poses a very significant threat to the Earth's ecosystem. National Geographic estimates that there are around 5,000 billion pieces of plastic floating in the oceans. Every year, around 640,000 tonnes of nets are abandoned at sea.

In partnership with Seaqual, the Altice Group has launched the Made in Europe range. These accessories, made in Europe, are composed of used fishing nets whose origin is certified by an Independent Third Party Organisation.

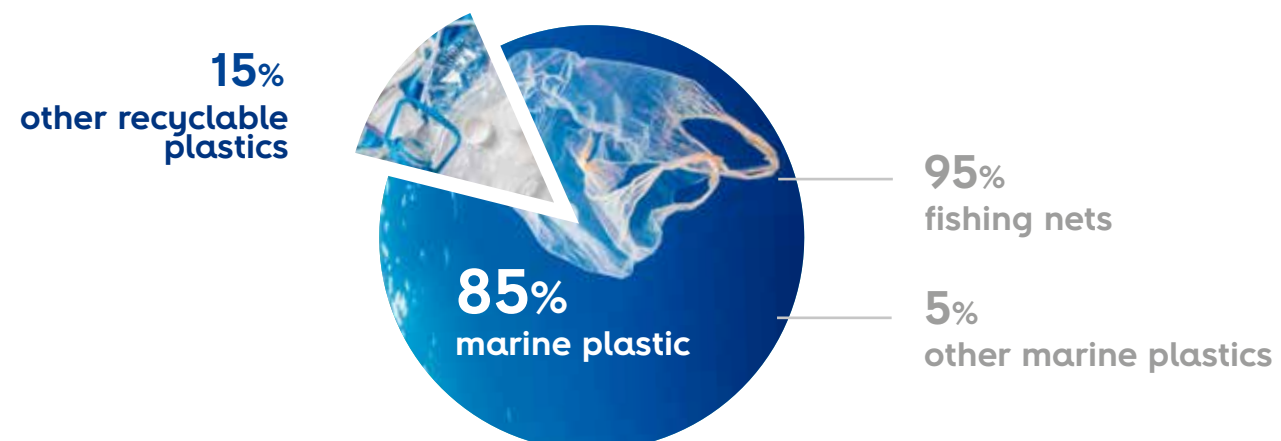
The partnership with Seaqual allows these nets, which are usually difficult to recycle, to be transformed into new products.

### Production stages



### What is the composition of a phone case?

The accessories created, such as phone cases, are 100% recyclable and made of 85% marine plastic.



1kg of fishing net = 1kg of recycled plastic  
640,000 t/year of fishing nets abandoned at sea

### The Factory

Plastic pollution is an ecological disaster. Since 2015, more than 6.9 billion tonnes of plastic waste have been produced, of which only 9% has been recycled and 12% incinerated. The remaining 79% was accumulated in landfills or in the wild(1).

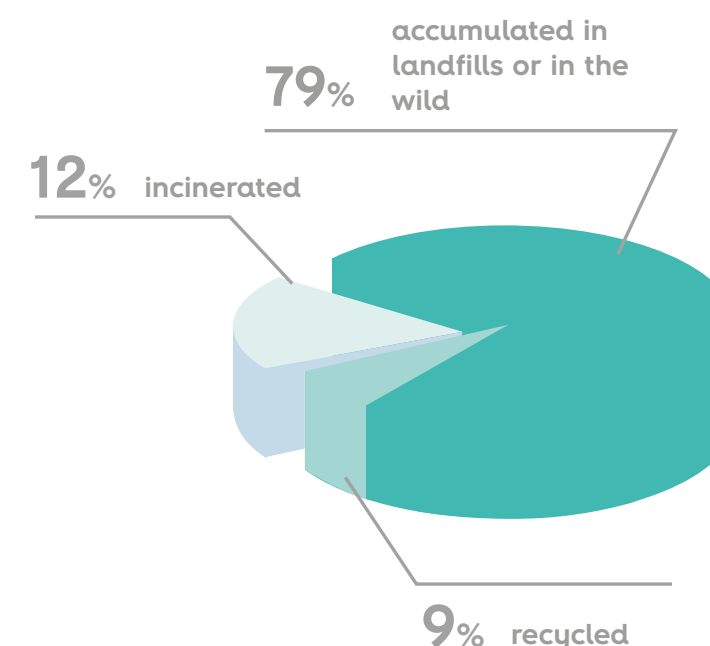
With the aim of reducing plastic waste, Altice group has launched a new smartphone protection offer with La Factory. Screen protectors significantly extend the life of smartphones, thus helping to reduce their impact on the environment.

The printer-sized Factory machines are installed in shops and allow sales staff to cut out customised smartphone screen protectors in seconds, as requested by customers.

This innovative process makes it possible to protect any smartphone available on the market with a single format of protective film, thus considerably limiting the pollution linked to the production, transport and storage of this type of product.

Factory protectors are compatible with all smartphone models on the market. They are cut to order, which reduces obsolescence and facilitates stock management. This flexibility also makes it possible to guarantee a total elimination of the use of the plane and the supply is carried out by ship only.

### Fate of plastic waste in the world



76.6% reduction of CO2 in packaging and transport compared to the previous generation of Altice film

In 2021, Altice avoided 1,159 kg of CO2 thanks to the Factory

(1) National Geographic

## II. The second life of equipment

### Extending the life of equipment

In order to give a second life to its products, the Altice France group has been implementing a system for reconditioning its SFR brand TV boxes and decoders for several years. These products are designed to have a maximum life span and are repaired and refurbished as long as the technology is not outdated.

To go even further, the group is also working to reduce the environmental impact of the repackaging of its products, for example by using regenerated plastic to repair the covers of the boxes or by optimising the journeys made to recondition the products thanks to the stacking of pallets. Thanks to these actions, 705,500 kg of CO2 were avoided in 2021.

96.7% of boxes reconditioned

421,722 kg of CO2 avoided by repainting and repairing the covers of SFR boxes.

Since June 2021, 100% of the covers for the 7 and 8 series decoders have been made of reclaimed material: the damaged plastic parts are extracted, crushed and then recast to obtain a new "as new" cover. Less than 1% of the plastic is lost during the regeneration process, making it a real asset to the group's circular economy approach.



10,488 kg of CO2 avoided by polishing TV decoder remote controls.

When polishing is not possible, only the lower and/or upper cases of the remote control are replaced to avoid producing a new case.

189,116 kg of CO2 avoided through partial change of plastics

Polishing makes remote controls look like new again, in particular by removing scratches.

Pallet stacking is a process that allows several load units to be stacked on top of each other, without having to use shelves. The space savings made make it possible to optimise journeys by doubling the number of pallets transported per journey.

84,174 kg of CO2 avoided by stacking pallets on journeys linked to reconditioning.

### A second life for mobile phones

18 % of sales result in the recovery of a mobile phone

In order to encourage its customers to give a second life to their phone when they change it, SFR proposes two advantageous offers:

- ◆ **mobile trade-in:** the old phone is sold back to SFR in a shop or online, in exchange for a discount to be deducted from a purchase or paid directly into the bank account;
- ◆ **the trade-in bonus:** this is an additional discount on the purchase of a new phone, available on a range of phones after SFR has taken back the old mobile.

According to ADEME<sup>(1)</sup>, more than 54 million phones are stored in our drawers, when they could be reused, either as is or to repair other phones.

Faced with this situation, **the group is working to raise awareness by offering its customers the opportunity to donate their old phones:**

- ◆ thanks to a stamped delivery slip available free of charge online, on the RED by SFR website;
- ◆ by dropping off their phone in a dedicated area of the store.

(1) La face cachée du numérique, ADEME (2019)

**For Christmas, an appeal for donations was launched via a dedicated awareness campaign.**

All the phones collected / sent are sent to Ateliers du Bocage, to be repaired and offered to people who are affected by the digital divide.



### A certified fixed equipment recovery service for businesses



SFR Business is ISO 14001 certified, in particular for the recovery and reuse of fixed equipment offered to its customers (see p. XX).



A platform for reselling to brokers and/or donating mobile fleets (in partnership with Ateliers du Bocage) is also available to encourage companies to recycle phones they no longer use.



### III. Waste management

**More responsible waste management: giving electrical and electronic equipment a second life**



#### The actions of the Telecoms and Media divisions

Directly in their offices or on the sites that enable the SFR network to operate, the Telecom and Media divisions use electrical and electronic equipment. When this equipment breaks down or its technology becomes obsolete, the question of reuse or recovery always arises. Thus, 90.5% of the equipment was recovered in 2021.



In addition, all the computer equipment (PCs, screens and printers) from the Telecoms and Media divisions was donated to Emmaüs Connect, i.e. nearly 12 tonnes in 2021, which enabled people in need to be equipped.

**90.5% of equipment was recovered**

**55.5 t. of CO2 avoided thanks to the partnership with**

**WeeeD@IT**  
Sustainable IT Life Cycle Solutions

#### Intelcia's actions

The issue of circular economy and waste management represents a particular challenge for the Intelcia group. In order to improve the recovery of its waste and to fight against pollution, Intelcia has increased its local partnerships to promote reuse, reconditioning and recycling, in a geographical context of weak structuring of these channels.



Specific actions for electrical and electronic equipment are being harmonised throughout Intelcia. This is particularly the case for end-of-life IT equipment and inverters for which processes are being generalised in order to donate them to partner associations, refurbish them and then resell them or adopt solutions specific to geographic locations with local partners. In Morocco, Intelcia is a partner of Al JISR, an association that has created a centre for learning the skills of reconditioning, dismantling and recycling computer equipment.

In 2021, Morocco thus managed to recycle all of its IT equipment via local players.

#### Non-hazardous waste: limit its production, better recycle it

Although the infrastructure and recycling channels for this type of waste are not very well structured, Intelcia has nevertheless undertaken various initiatives in the countries where it operates to encourage the reduction of the environmental impact of its waste.

#### Paper and plastic

A global campaign to dematerialise administrative documents is underway to reduce the use of paper and thus the generation of waste. This dematerialisation is accompanied by the development of an application accessible via the intranet or on employees' smartphones, allowing access to these documents.

In addition, awareness campaigns are regularly deployed to encourage the limitation of printing, which, when necessary, is carried out on labelled paper as part of Intelcia's responsible purchasing policy.

Since 2021, Intelcia in Morocco has entered into a partnership with the KOUN association with the aim of sorting and recycling 100% of plastic bottles and paper. In this context, ambassadors have been trained among the site's employees to support and spread this initiative.



**NADA DIOURI**

Co-manager of KOUN



“As a Moroccan social enterprise, KOUN is proud to be a partner of the Intelcia group in Morocco. In this partnership, both parties are working together to reduce the group's carbon footprint. Indeed, in 2020, we travelled a long ecological path together by:

- ◆ structuring internal communication by creating groups of ambassadors who are aware of and ensure compliance with selective sorting at source;
- ◆ the installation of 155 sorting bins for plastic, paper and cardboard and organic waste. The bins are each made of 2,800 recycled bottle caps;
- ◆ the launch of sorted waste collection in Casablanca, Rabat and Eljadida, then Meknes and Oujda.

The impact of this partnership is not only environmental but also social. Indeed, by choosing KOUN, Intelcia has invested in young waste recovery agents who are in social and professional reintegration with us.

Thank you for this partnership which is good for the planet and gives hope to our young people.”

## Promotion of responsible consumption: Raising awareness of environmental issues among our employees, partners and customers

### I. Stakeholder engagement

According to ADEME, each French person emits an average of 11.2 tonnes of CO<sub>2</sub> per year<sup>(1)</sup>, whereas only an average of 2 tonnes per year per person would enable us to respect the +2°C pathway of the Paris Agreement.

Responsible consumption is thus an important lever in the fight against global warming. Eco-actions could reduce the individual carbon footprint by up to 45%<sup>(2)</sup>.

Discover the digital eco-actions  
to start reducing your  
carbon footprint!



It is with this in mind that the Altice France group is raising awareness among its stakeholders, particularly by informing them about socio-environmental issues, by encouraging responsible consumption and by reinventing its offer to make its customers "consumer actors".

The Altice France group, through its telecommunication activity, participates in various interoperator working groups to improve the calculation of the digital footprint and the awareness of its subscribers.

In 2021, the 'Keep it Green' mission resulted in the launch of a number of projects, including gamifying the management of its customers' carbon footprint, promoting mobile take-back and reconditioning paths or generalising plastic reductions in products and packaging.



**THIBAUT WELSCH**  
Director of Consumer Marketing & Digital SFR

"Creating a "Green" committee within the Digital Marketing department was a desire to unite the teams around pre-existing energy.

The operational strength of our management, the commitment of our employees and this unique governance system encourage collective intelligence and enable us to make respect for the environment a major axis of innovation and value for the company.

The ecological challenge is an opportunity, not a constraint, so we must seize it to rise to the challenge while respecting the corporate values of the company, our employees and our customers."

### Employee engagement and dissemination of the sustainable development culture: the "Keep it Green" Mission

In June 2021, SFR's Consumer Marketing & Digital Department launched the "Keep it Green" initiative to promote the environmental dimension in its roadmap and the group's operational scope.

7 coordinators, the Green Keepers, were therefore appointed to represent each of the 7 bodies of the Department. The Green Keepers meet every 6 weeks with the Marketing & Digital Director and are responsible for:

- ◆ defining and monitoring the roadmap for "Keep it Green" projects;
- ◆ prioritising projects to maximise impacts;
- ◆ promoting cross-functional actions between the Marketing & Digital Department and the other group departments;
- ◆ proposing educational plans for the Department's staff;
- ◆ combating potential biases and barriers such as greenwashing.



#### The Committee organises its actions around 5 pillars

##### ◆ Knowledge

Understand and control the problem to be addressed, its magnitude and the most impactful actions while avoiding potential biases, rebound effects, feedback, etc.

##### ◆ Sobriety

Produce less and allow for more rational consumption to reduce pollution and the use of resources.

##### ◆ Decarbonisation

Produce better, i.e. less polluting.

##### ◆ Efficiency

Save energy or materials.

##### ◆ Compensation

Compensate in the final stage for anything that could not be avoided or reduced.

(1) <https://agirpourlatransition.ademe.fr/particuliers/testez-vos-connaissances/connaissiez-empreinte-climat>

(2) "Doing your bit - Carbon 4 (2019)



## Major information networks: Raising awareness among the French population

The consequences of climate change are increasingly becoming part of French people's daily lives. As France's leading news channel and France's leading radio station dedicated to the economy, BFMTV and BFM Business are essential relays for promoting environmental issues to the general public and businesses. The treatment of these subjects is reinforced through...

### ...news coverage...

This year has seen an increase in extreme weather events around the world: floods, fires, heatwaves and cold waves... BFMTV has been working to decipher these phenomena to provide real-time information and analysis to the general public. COP26 in Glasgow, which took place from 31 October to 12 November 2021, received increased coverage with television appearances and dedicated articles, helping to raise public awareness of these issues.

### ...programmes dedicated to CSR...

Every morning, the Impact column offers Good Morning Business listeners a chance to see first-hand how a "strategic business" commitment literally impacts the life of a company.

Thus, on the occasion of the Solidarity Finance Week from 8 to 15 November 2021, the teams of the column interviewed the General Director of the association "Fair" which helps individuals to identify solidarity investments.



Every weekend, the programme Objectif Raison d'Etre organises a round table that brings together managers, experts and professionals from a given sector to discuss CSR and its challenges. The round table on 8 October 2021, for example, focused on the commitments of fashion players in favour of the environment, with the CEO of Bash, the co-founder of Balzac and the President of the brand 1083 as guests.

Each of BFM's regional channels also has its own programme devoted to environmental issues and initiatives. The programme Planète Locale airs each week in each of its regions and is dedicated to ecology, with reports and inspiring guests.

## ...and a unique partnership with the Ministry of Ecological Transition



On the occasion of the World Conservation Congress, which took place in Marseille from 3 to 11 September 2021, BFM Business and BFM Marseille entered into a partnership with the Ministry of Ecological Transition in order to highlight this event. On BFM Business, the daily morning show presented by Cyrielle Hariel was broadcast from Marseille from 6 to 10 September and focused exclusively on the issues at stake at the Congress: demonstration of Platypus, a boat that fights against marine waste, presentation of Pure Ocean, an endowment fund based in Marseille whose main mission is to support research projects that contribute to the protection of the oceans

In addition to this morning column, the programme Objectif Raison d'Etre, initially broadcast on 10 September at 7pm and rebroadcast over the weekend, also included interviews on the issues at stake at the World Conservation Congress. Finally, BFM Marseille has set up a dedicated daily programme, "L'actualité du Congrès mondial de la nature". This event was broadcast on Friday 3 September and from Monday 6 to Friday 10 September, on BFM Marseille, BFM Nice and BFM Toulon, the three coastal channels, as well as on BFM DICI, a channel broadcast in Haute-Provence and the Southern Alps.



**CYRIELLE HARIEL**

Persenter Objectif Raison d'Être  
BFM Business

"I was delighted to spend this unique week in Marseille with BFM Business on the ground, at the heart of this international event. Protecting our nature and the biodiversity on which our species depends is a crucial issue, and it is important to highlight the good practices and initiatives of our economic actors to set an example and prove that commitment is also synonymous with competitiveness!"

## II. Become #REDSPONSABLE with RED by SFR



The #REDsponsible programme was launched at the end of 2020 by the RED by SFR brand teams. It is now an integral pillar of the RED brand strategy and adds to its DNA a lever of differentiation through commitment. Easy and clear positioning in keeping with the brand: ACT, ACCOMPANY, INVOLVE are the three pillars of the #REDsponsible programme.

### "WHAT DOES IT MEAN TO BE #REDRESPONSIBLE?"

*It means doing more and better than yesterday. Is this enough? No. But to do nothing would be to ignore a reality. Each department has invested in this new brand pillar.*

*We have built this program in order to act, support and go further with the help of committed partners; this is also what being #REDsponsible is all about. One year after the launch we are proud to share the first successes of the programme and to see it grow. "*



**OLIVIER ROY**  
Director of Red by SFR

In 2021, reconditioned products will represent **36% of RED by SFR sales, 30 points higher than in 2020**

#### Reconditioning is now!

*In order to facilitate access to reconditioned products and to support its customers in a more responsible approach, RED by SFR has :*

- ◆ created a Reconditioned category on its website and a "REC Label" to guarantee the origin and quality of the products sold;
- ◆ enriched its Reconditioned catalogue with +48% of new references compared to 2020;
- ◆ set up a mobile take-back service on its website to take back old phones from its customers.

#### The #REDSPONSABLE Talks

Since 2021, RED by SFR has been producing specific digital content to raise awareness and support its customers, but also to involve its employees. The brand regularly organises discussions on "sustainable" topics with inspiring actors, such as Juliette Chabod who presented her activity and actions for Ecosia France in October 2021.

**100% of RED by SFR employees** are now equipped with the Ecosia search engine.

#### ACT

to reduce our carbon footprint and because we all have a responsibility.

#### New decoder, new packaging

*For the launch of its new Connect TV decoder, RED by SFR has innovated with packaging designed to protect the environment.*

- ◆ 1st packaging of the Altice France group to be labelled "FSC Mixed" single-use plastics greatly reduced
- ◆ an installation guide printed inside the packaging, with vegetable-based ink and no external printing.végétale et aucune impression extérieure.

#### Restoration of the Montmorency forest with A Tree For You

With the signing of a sponsorship contract with the association A TREE FOR YOU in February 2021, more than €51,000 has already been collected for the reforestation of the Montmorency forest, 63% of which was contributed by RED by SFR.



**JOËLLE TOURÉ**  
Directrice A Tree For You

*"We are very happy to have a partner like RED by SFR, an enthusiastic and motivated ally with a sincere effort to adopt more environmentally responsible actions. In 2018, the Montmorency forest was classified as being in a health crisis! Together, we came up with "The RED Forest", a project launched via the #REDsponsible programme that aligns with our common goal: to contribute to the reforestation of this devastated forest in France. It is a committed and participatory project that allows the RED brand and its customers to act."*

#### ASSOCIATE

by engaging with our customers in environmentally responsible projects, because together we go further.



RED by SFR is partnering with the approved eco-organisation ecosystem to extend the life and increase the recycling of electrical and electronic appliances. From the RED by SFR website, customers can print out a free delivery note and send their old phones to Ecosystem. Depending on their condition, the phones are resold by Ateliers du Bocage or cleaned and recycled as new raw materials.



### III. European Sustainable Development Week: a unique opportunity to raise awareness among employees and our customers

In 2021, the Altice France group took part in the European Sustainable Development Week by mobilising..

...Its customers

Go reconditioned!

Nearly 250 tons  
of CO<sub>2</sub> avoided  
thanks to the sale  
of reconditioned  
mobiles!



On the occasion of the European Sustainable Development Week, SFR and RED by SFR offered their customers an immediate discount of €20 on their entire range of reconditioned mobiles and undertook to plant a tree for each reconditioned mobile purchased. The result of this initiative? 5,045 reconditioned mobiles sold and 10,000 trees planted thanks to the partnership with EcosiaTrees!

10,000 trees planted means 650 tonnes of CO<sub>2</sub> removed from the atmosphere in the first 20 years of the trees.



#### Reconditioning, a sustainable trend

All year round, SFR promotes reconditioned mobiles. Indeed, in 2021, 141,263 reconditioned mobiles were sold (of which 5,045 during the ESDW), 159% more than in 2020.

The group is part of this approach by integrating "green furniture" in its shops that showcase the range of reconditioned mobiles and include a protected drawer designed to receive customers' used mobiles to give them a second life via a partnership with the Ateliers du Bocage.



... and its employees!

Yellow bin or yellow bin?



Donnons ensemble une nouvelle vie à nos produits.

30 workshops to (re)  
discover sorting with  
a Citeo expert

In partnership with Citeo, an expert in recycling issues, 30 workshops to raise awareness of sorting were offered to employees of the group's Telecom and Media divisions. Interactive quizzes allowed the 200 participants to (re)discover the sorting instructions according to their place of residence, and everyone was able to put questions to the experts who led the workshops.

Have you ever wondered what happens to a bottle after it has been put in the yellow bin?

Scan this QR code to find out!



Two things that workshop participants remember about recycling food packaging are that there is no need to clean it by rinsing it, just remove the excess food; and sorting also applies to the bathroom waste bin!

During two half-days, the employees of the Altice Campus also had the opportunity to pick up a houseplant. Metal pots made in France, recycled and reusable cardboard, zero plastic packaging, plants hand-potted in France... The 200 employees who came to pick up their plants were made aware of these eco-responsible practices.

The European Sustainable Development Week also made it possible to mobilise employees around the group's environmental strategy, so that they too can play a part in it. All of the group's employees were invited to take part in a quiz to test their knowledge of sustainable development, with a reconditioned iPhone 8 to be won. "Did you know" topics (circular economy, energy, digital eco-actions, etc.) were also disseminated on the internal communication platforms.

#### A second life for phones

In collaboration with Ateliers du Bocage, a social integration company specialising in the collection and reuse of mobile phones, two solidarity collection systems were offered to the group's customers and employees. The objective? To give a second life to all the phones that are lying around in our drawers in a logic of digital inclusion and waste reduction.

From 18 September to 8 October, SFR offered its customers a €20 top-up in the form of a voucher for the trade-in of certain ranges of old phones, in addition to the initial trade-in value of the phone. As part of this offer, more than 7,500 phones were collected and sent to Ateliers du Bocage to be sorted and reconditioned or recycled!

What happens to a phone  
sent to Ateliers du Bocage?  
The answer is here!



Employees at 13 Altice France group sites in the Ile-de-France and regional areas were able to donate their old phones to collection points so that they could be sent to Ateliers du Bocage to be sorted and reconditioned or recycled. Over 200 phones were collected in 2 weeks! The reusable phones were donated to Emmaüs Connect in order to equip the most disadvantaged populations and thus promote digital inclusion.



## IV. Intelcia's commitments and actions

### Responsible consumption and awareness of service providers

Intelcia has included in its responsible purchasing requirements the use of products certified for their respect for the environment. As these labelled products are not always available in the countries where the Intelcia group is established, the group is driving their wider deployment on a global scale.

In France, for example, Intelcia has been encouraging its cleaning contractors to use environmentally friendly products for several years.

In 2021, a full review was been carried out, with a requirement to replace non-labelled products with certified substitutes.

In countries where these labels are not widely available, alternative actions are nevertheless being implemented. For example, in Madagascar, tenders stipulate that products must be non-hazardous and have the lowest possible impact on the environment.



### Raising employee awareness

#### Information and dissemination of an environmental culture

The Intelcia group is running various campaigns to raise awareness of environmental issues. They aim to ensure that all employees adopt best practices and eco-actions in the workplace and in their private lives.

Thus, the use of public transport and carpooling (in countries where market players are available) is encouraged through communication campaigns. In addition, the incentive to limit business travel has accelerated since the pandemic crisis and employees are encouraged to hold meetings remotely.

In France, an awareness-raising campaign on the specific sorting of cigarette butts was organised in partnership with the service provider Cy-Clope, which also offers a solution for recycling this waste.



Various voluntary actions are being implemented to enable employees to participate in reforestation initiatives (particularly in Mauritius and Côte d'Ivoire) and beach clean-up days.

This type of action is not only encouraged among employees in all the countries where Intelcia operates, but also allows us to invite families to participate, thus promoting a wider awareness, especially among children, who are the actors of tomorrow's eco-responsibility.

**In Senegal and Côte d'Ivoire, a poster and awareness-raising campaign invites people to use water wisely, sharing positive actions to reduce its consumption.**





# The Altice France group, committed to its employees



The management of the Altice France group announced this year the "Transformation and Ambitions 2025" project for the Telecom Division.

On the industrial side, this project means continued investment in 4G, 5G and fibre. On the social side, this involves setting up a new, simplified organisation with departures on an exclusive voluntary basis, the recruitment of young graduates in the new skilled digital professions and finally the strengthening of work-study and training.

Throughout the year, management kept employees informed of the project and its progress. Numerous communications and meetings were organised to promote regular exchanges with employees: information emails, HR plenary sessions, workshops and communications dedicated to managers, exchanges with managers on the various sites and in particular in the regions, N-1 meetings of the Codirs and Team 500, etc.

For its part, Intelcia, building on its initial business as an outsourcer, has played the innovation card. It now has four business lines: customer relationship centre businesses, Business Process Outsourcing (BPO), an IT-Solutions subsidiary launched in 2019 specialising in IT solutions, and finally a consulting and innovative solutions unit.

Since its inception, Intelcia has been focused on employability and employment. It is thus the largest employer in several regions and foreign communities. Intelcia continues its mission towards its employees: to offer a chance of employment to those entering the labour market for the first time, with recruitment definitely geared towards the under-25s, and to increase their employability through its training scheme.

## Key performance indicators table

CHALLENGES	TELECOMS DIVISION	MEDIA DIVISION	INTELCIA	KEY PERFORMANCE INDICATORS	2021
Career, jobs and skills management	58%	23%	104%	Percentage of employees who have taken at least one training course	NC
	19.4	16.6	96.2	Average number of hours of training per employee who attended training	NC
	N/D	N/D	4,077	Number of permanent hires	4,077
	N/D	N/D	3,370	Hires of employees under 25 included	3,370
	642	70	N/D	Number of work-study recruits	712
	90%	90%	N/A	Student recommendation rate	90%
Diversity, equal opportunities and non-discrimination	38%	36%	47%	Share of promotions awarded to women	42%
	42%	32%	58%	Share of women among hires	49%
	UES SFR : 93% SFR Distribution : 88%	UES Next : 76%	97% <sup>(1)</sup>	Professional equality index <sup>(2)</sup>	NC <sup>(3)</sup>
	306	12	90 <sup>(1)</sup>	Number of employees with disabilities	408
	N/D	N/D	4,555	Total workforce at the end of the period under 25	4,555
Health, safety and well-being	4%	6%	32%	Voluntary turnover	20%
	4.38	4.55	N/D	Frequency rate of occupational accidents	4.39

N/A: Non-applicable; N/D: Non-disclosed; N/C: Non-consolidated

(1) French perimeter

(2) Intelcia: Index published in 2021 for the year 2020

(3) Non-consolidated

## The objectives of the Altice France group

ISSUES	TELECOMS DIVISION	MEDIA DIVISION	INTELCIA	OBJECTIVES	2020	2021	TREND
Diversity, equal opportunities and non-discrimination	✓	N/A	N/A	Increase the representation of women in: - the workforce - the management - the promotions/mobilities	36% 31% 35%	36% 30% 42%	→ ↘ ↗
	✓	N/A	N/A	Reduce the wage gap between women and men, with a dedicated budget	2%	1.9%	↗
	✓	N/A	N/A	Increase the people with disabilities employment rate	2.47%	3.03%	↗
	✓	N/A	N/A	Hire at least 70 employees with disabilities between 2020 and 2022	22	42 (cumulés)	↗

N/A : Non-applicable; N/D : Non-disclosed; N/C : Non-consolidated

(1) Stable representation of women in the workforce and management

## Attract talent and integrate young people into the group

### I. Intelcia: A dynamic and responsible recruitment policy geared towards young people

#### Simon & Zak A recruitment campaign by and for young people

In 2021, Intelcia launched its Simon & Zak recruitment campaign, which relies on innovative communication media, such as a humorous Youtube video featuring the two characters who gave the campaign its name. This hard-hitting and offbeat recruitment campaign used the "clichés" of the outsourcing profession to make people smile and above all to deconstruct preconceived ideas about contact centres and the outsourcing sector in general. Intelcia has positioned itself as a great place to work, especially for young people, with one objective: to raise awareness of the outsourcing sector as a career choice and to attract talent to the Intelcia teams.



26.3% of employees are under 25

60 work-study jobs created in 2021 in France

Intelcia's identity reflects the youth that make up the majority of its workforce. All the group's efforts are thus mobilised to build a company that is as close as possible to the expectations of young people, particularly by offering career development prospects within the group.

Intelcia is constantly growing and has chosen to make diversity and equal opportunities an asset for the company. Thus, Intelcia employs people who are excluded from the labour market, especially young people and seniors. In this context, it has entered into agreements with local players to strengthen its integration into the local fabric.

#### Numerous partnerships established

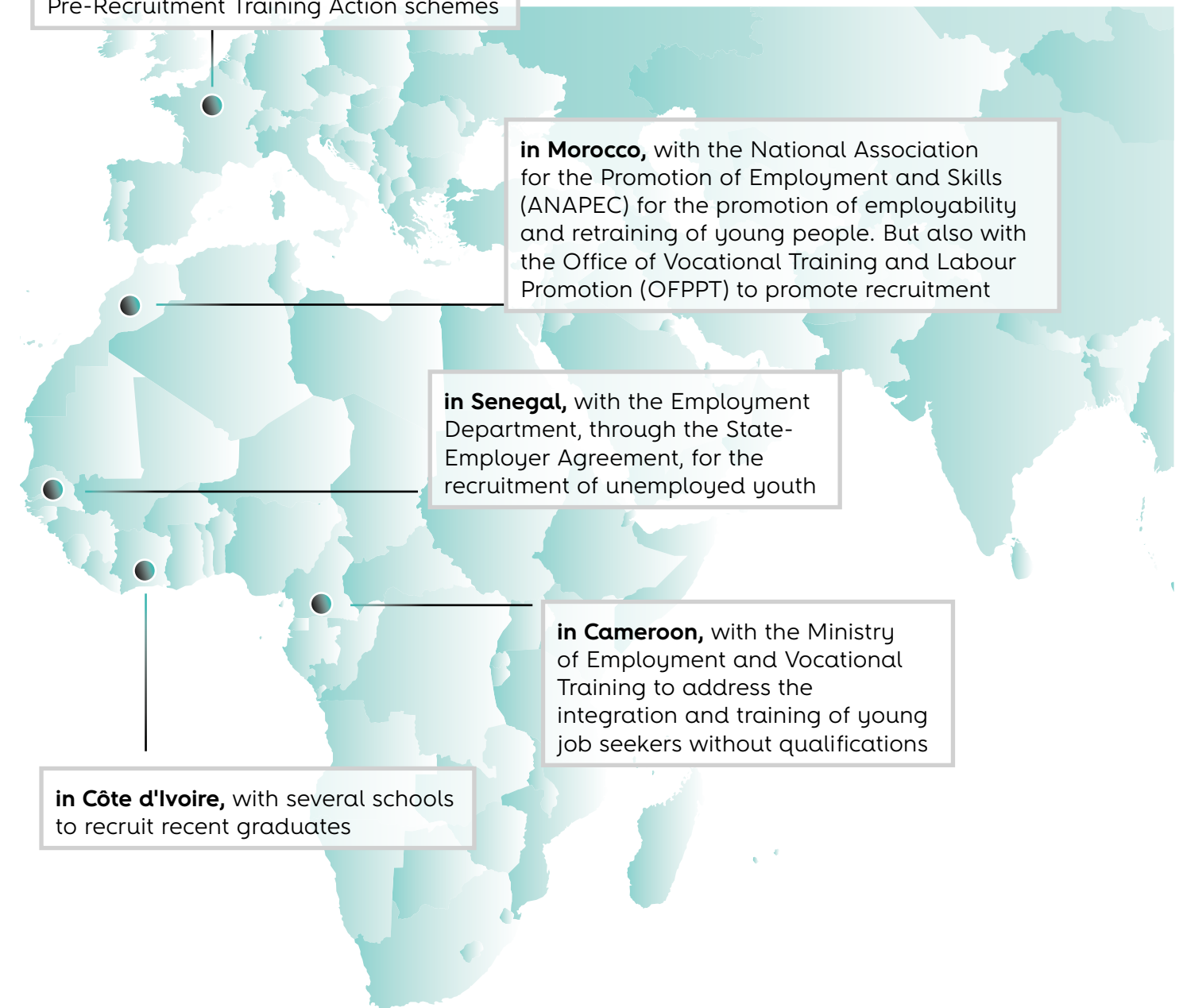
**in France**, in particular with Pôle Emploi, local Missions, reintegration units, but also the agglomerations. Thus, 35% of recruitments throughout France are the result of the Individual Operational Preparation for Employment (POE) or Pre-Recruitment Training Action schemes

**in Morocco**, with the National Association for the Promotion of Employment and Skills (ANAPEC) for the promotion of employability and retraining of young people. But also with the Office of Vocational Training and Labour Promotion (OFPPT) to promote recruitment

**in Senegal**, with the Employment Department, through the State-Employer Agreement, for the recruitment of unemployed youth

**in Cameroon**, with the Ministry of Employment and Vocational Training to address the integration and training of young job seekers without qualifications

**in Côte d'Ivoire**, with several schools to recruit recent graduates





## II. Telecoms and Media Divisions: An ambitious work-study policy

### Commitment to young people

Convinced that work-study is a real springboard to employment for young people, the Telecoms and Media divisions of the Altice France group have been pursuing a proactive apprenticeship policy for many years.

In 2021, as part of the "Transformation and ambitions 2025" project, the Altice France group emphasised its desire to further increase this commitment to young people, with the objective of recruiting under 1,000 work-study contracts per year at the Altice France group's terminals, thus accompanying the dynamics of the Government's "1 jeune, 1 solution" plan.

Each year, the group welcomes students from various schools to its Telecoms and Media divisions for all its professions:

- ◆ Big data (Data Analyst, Data Scientist, etc.);
- ◆ Network and Information Systems;
- ◆ Web Development and Architecture;
- ◆ Digital marketing;
- ◆ Journalism;
- ◆ Advertising;
- ◆ Trade;
- ◆ Finance...



**MELINA DAVID**  
Director of Human Resources Development,  
Media-Telecoms

*"For young people, joining us is a guarantee of an exciting experience, both in terms of learning a trade from expert and passionate teams and in discovering the life of a large group."*

*Throughout their journey, they are offered conferences, job testimonials, visits to our various sites and infrastructures. We are very proud that students have been enjoying and reporting on their rewarding experience through the Happy Trainees survey for several years."*



### "Happy Trainees" since 2018

In 2021, the Altice France group was awarded the "Happy Trainees" label for the 4th consecutive year for its Telecom and Media activities. Nearly 90% of students (vs. 76% in 2018) recommend the Altice France group for its welcome, professional progress, the interest of assignments, the quality of the support and the pleasure of working.

On the occasion of our integration days for new work-study students in October 2021, the work-study students, already present in the group for 1 year, welcomed them through a short video!

See video





## Development of employee skills to support the innovations of today and tomorrow

### I. Two internal training academies, serving Intelcia employees

Intelcia has 2 internal training academies: Intelcia Academy for advisors and Intelcia University for managers, which ensure the deployment of training and consolidate all processes and data on training in the My Training tool.

Training plans for advisors are defined with customers and include initial and ongoing internal or external training.

For managers, a catalogue is available to train them, whether they are Team Leaders or Directors.



Intelcia University is responsible for the continuous training of the entire Intelcia management team throughout the group.

Workforce: **15 management trainers**

Figures : **60,000 hours of training for 1,900 managers trained per year**



Intelcia Academy is in charge of the initial and ongoing training of Intelcia customer advisors.

The system is reinforced by a Design Center team in charge of designing modules/videos

Workforce: **145 trainers (including 6 design trainers)**

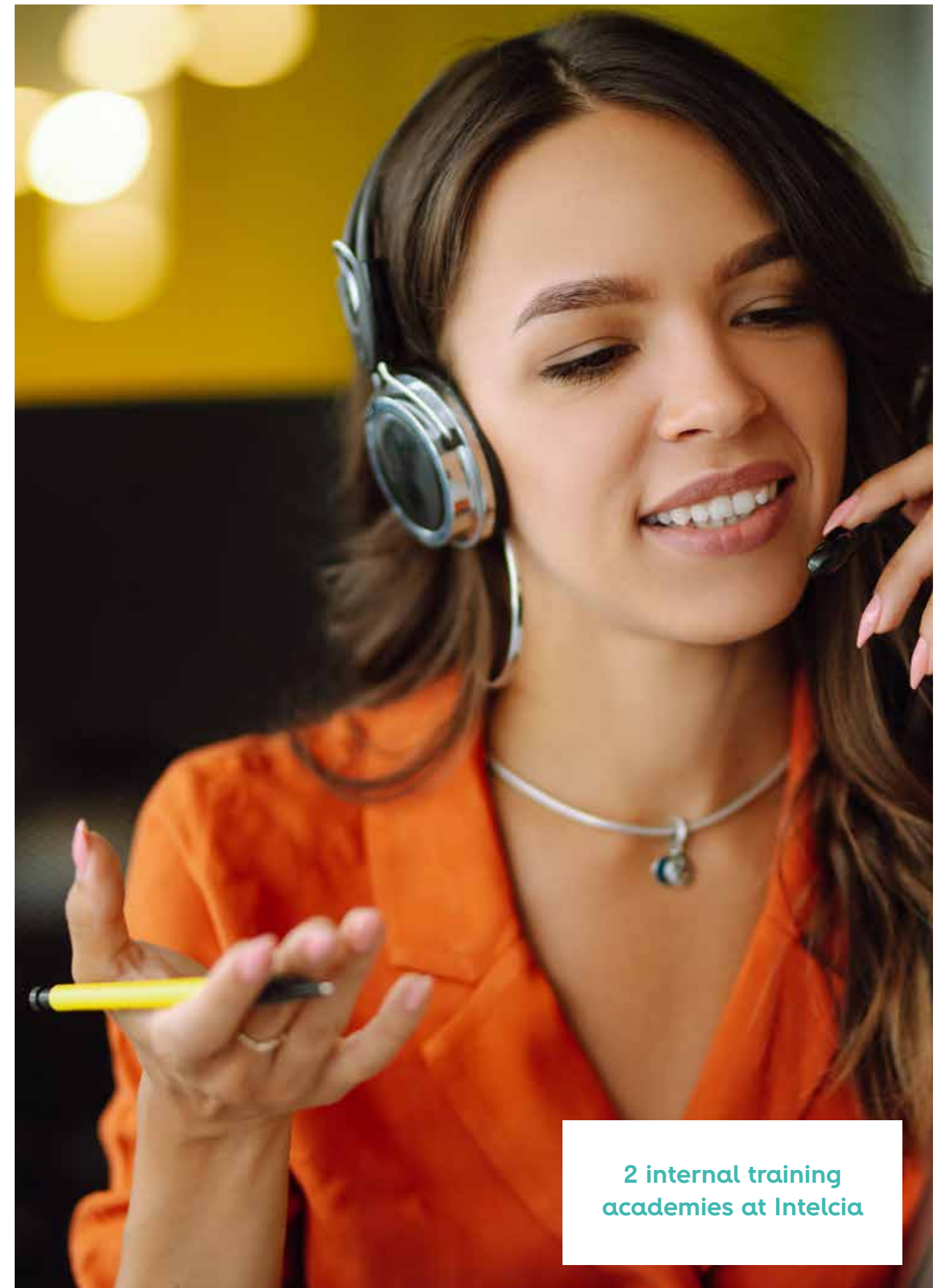
Figures : **1,601,544 hours of training in 2021 (1,986,281 In 2020)**



#### Pilotage et suivi du dispositif de formation

The Training Department has developed IT systems to manage and monitor the training system:

- ◆ My Learning, LMS for Elearning;
- ◆ My Training for the management and planning of training courses;
- ◆ Test'IN Lab makes it possible to reproduce an SFR customer environment (TV, Box, Smartphone, Tablets, etc.).



**2 internal training academies at Intelcia**



## II. Integration and training courses: special attention in the context of Outsourcing

Intelcia pays special attention to the integration process for new employees, which has been completely redesigned. Indeed, the new employee must feel expected and welcomed but also quickly understand the challenges of their mission. The arrival, integration into the teams and initial training are thus optimised thanks to a system of On Job Training (OJT) which explains the job and introduces the key contacts for carrying out the assignments and integrating into the group.

In addition, the intranet, MyIntelcia, provides access to a wealth of information on the company's operations, news and social benefits. The employee thus gains autonomy.



## III. Promoting internal talent

**A large proportion of available positions and promotions were filled internally<sup>(1)</sup>**

- ◆ 74% in Morocco
- ◆ 88% in Cameroon
- ◆ 94% in Senegal
- ◆ 79% in Madagascar
- ◆ 33% in Mauritius
- ◆ 89% in France

At Intelcia, mobility and internal promotion are strongly encouraged and constitute an important lever.

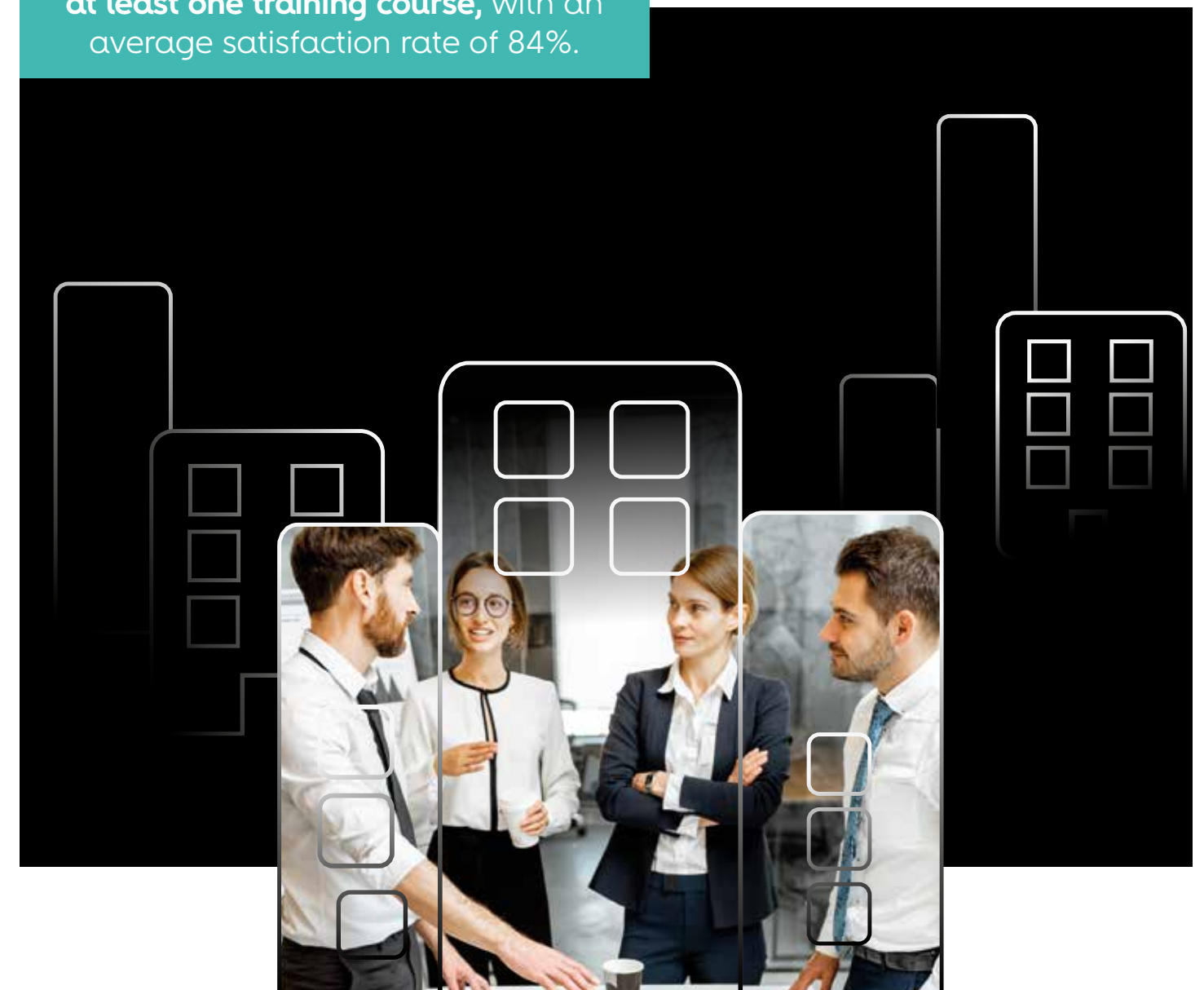
Also, since 2020, Intelcia has been conducting Talent Reviews for the internal promotion of management and middle management. Their generalisation to agents is planned for 2022.

## IV. La Fabrique: innovative programmes and tools to ensure the development of all employees in the Telecoms and Media divisions

# la fabrique

Our business university, La Fabrique, helps strengthen the teams' business expertise and develop the skills of tomorrow, in order to improve collective performance.

**In 2021, 68% of employees<sup>(2)</sup> attended at least one training course, with an average satisfaction rate of 84%.**



(1) Data based on the year 2020

(2) UES SFR employees



## Last Minute Formation, a response to the challenges of digitalising access to training



**ANNE BOURGUIGNAT**  
Head of training activities  
for the Telecoms and Media divisions

" Digitalising access to training and improving the user experience of our employees have been at the heart of our challenges for several years. Last Minute Formation is a system that allows us to offer, at the last minute, the places still available on our next training sessions. It is quick and easy, and our employees can sign up directly in a few clicks, with the approval of their manager. Since its launch in 2018 in the Telecoms division, 1,430 people have been able to receive training through Last Minute Formation. In 2021, we developed the programme by further facilitating access to the service and rolling out the scheme to the Media division. "



### The fields of expertise

Through our training programmes, our actions aim to:

- ◆ gain expertise;
- ◆ accelerate career development;
- ◆ support operational needs;
- ◆ cooperate effectively.

La Fabrique relies on **10 fields of business expertise** sponsored by operational directors who make it possible to offer tailor-made training courses that are as close as possible to the needs of employees.



## Specific and innovative training to serve the ambitions of the Telecoms sector

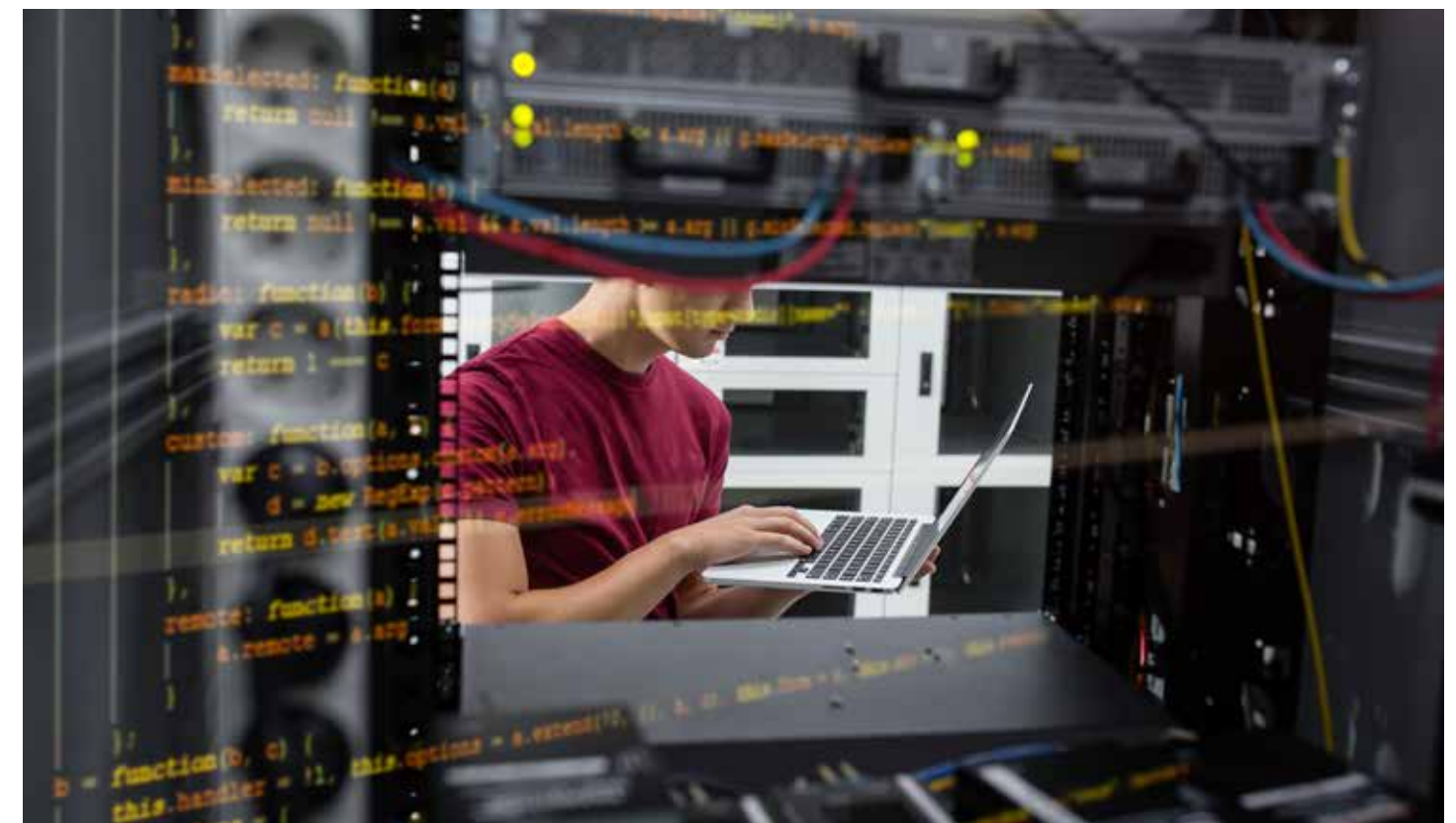
2021 was marked by the ramping up of the 5G training offer. Through a dozen or so general and specific modules, this offer enabled the 1,500 employees of the group to be coached on the technical developments linked to 5G.

**5G**  
over 1,500  
employees trained



**CHRISTOPHE CALVEZ**  
Sponsor of the La Fabrique  
High-Tech sector

" As sponsor of the High-tech sector, my role is to ensure that the Network's training offer is in line with the expectations of the field and the operational challenges. This is what we have done with 5G, with the help of Pierre Lescuyer, our business architect for this technology. The 5G auctions conducted in 2020 resulted in SFR doubling its frequency assets, which is extremely rare in the life of an operator. It is therefore essential for us and all our employees to understand the ins and outs of this technological evolution, in order to deploy the network and support our customers. We have already trained more than 1,500 employees through our various modules and will continue to support employees who will need to upgrade their skills in this constantly evolving technology in the coming years. "





## The Sales Academy, mobilising employees in the performance of the company



Through business training, integration courses and the creation of gateways or certifications, the Sales Academy involves the B2B sales force in the company's performance.

In 2021, the Sales Academy was enriched with new training modules, such as "Developing the pre-sales commercial posture", "sales techniques" or "change management". This Academy has made it possible to train nearly 600 employees through individualised and personalised support.

## La Fabrique's emblematic programmes



## Professional equality: ensuring equality between women and men

Convinced that parity and diversity are strategic issues for the development of individuals and the company, the Altice France group is committed to gender equality through positive and concrete measures.

### Telecoms and Media

- ◆ Corrective measures and a specific salary catch-up budget;
- ◆ communication and awareness-raising actions on discrimination and equal opportunities;
- ◆ numerous services for parents: regular or occasional childcare solutions, tutoring, support for employees helping an elderly or disabled relative, concierge services;
- ◆ a "Careers for Women" programme to promote women's access to positions of responsibility or to technical fields.



The Telecoms and Media divisions, signatories of a professional equality and work-life balance agreement (2019)

### Intelcia

- ◆ training of the recruitment team in non-discrimination for equal treatment of women and men throughout the recruitment process;
- ◆ equal access to training and the mobility process;
- ◆ the setting up of assessment centres to select candidates for promotion on the basis of skills;
- ◆ ensuring pay equity and non-discrimination in the context of maternity leave;
- ◆ the setting up of an equality committee made up of elected members of the Social and Economic Committee, which meets at least once a year;
- ◆ the signing of a Professional Equality and Quality of Life at Work Agreement planned for 2022.

Intelcia group is a signatory of the Diversity Charter

## Equality and parity on our channels



**MAXIME DARIDAN**  
RMC BFM Pluralism Diversity Delegate

“ The commitment of our channels to equality and parity is essential because it responds to a major social issue. In recent years, we have taken strong decisions in this area, such as appointing a solo woman at the head of a Radio morning show, a first for a general radio station. In addition, we have set up a Diversity Observatory which enables us to monitor the representation of women on our channels more widely and throughout the year: not only in presentation, but also among columnists and on-set speakers, experts and political guests. Beyond these issues of embodiment, our channels are particularly distinguished by their content. Our stations reflect and contribute fully to the debates on the subjects of combating violence against women and gender bias, with more than 1,600 subjects and programmes devoted to these themes on BFM and RMC by 2021. Our ambition is to continue to evolve and progress on the subject.”

## Prevention of gender-based violence and violence against women

As a continuation of the awareness-raising actions carried out within the various Management Committees, in 2021 the Altice France group carried out an awareness-raising and prevention campaign on sexist behaviour and harassment for all employees in the Media division, in order to bring about a lasting change in attitudes and behaviour. An impactful campaign relayed by email, intranet and internal screens - which, through examples taken from real life and quick quizzes, encourages employees to question their representation of sexism at work.



As a partner of the Women's Foundation, the Altice France group mobilised for the day against violence against women on 25 November, through its media. The channels RMC Découverte, RMC Story and BFM Business broadcast the spot and planned special programmes around this theme.



## International Women's Rights Day



On the occasion of Women's Rights Day on 8 March, the Altice France group gave the floor to several women from the Telecoms and Media divisions to talk about their vision of careers for women.

See testimonials



**Organisation of a webconference "Diversity and #Inclusion, levers of performance"** for all employees of the Telecoms and Media divisions, with the intervention of Virginie Delalande, the first woman lawyer who was born deaf. An enthusiastic and optimistic testimony that echoes the company's concrete commitments to inclusion and diversity. More than 500 employees were able to follow the conference or watch the replay.





# Support the employment of people with disabilities

## I. Commitments in favour of workers with disabilities

For more than 20 years, the Altice France group has been committed to inclusion and equal opportunities within the group, through strong commitments to support employees with disabilities, in terms of maintaining employment, integration, awareness and professional development. The group also promotes indirect employment through the purchase of public services and products from companies in the protected and adapted sector such as Handicall1, Log'ins2 or Ap'aips3.

### Telecoms and Media

The Telecoms and Media clusters, signatories of the Manifesto for the economic inclusion of people with disabilities (2019)

The Media division of the Altice France group has signed its first company agreement underlining the desire to mobilise the significant resources needed to recruit, integrate and support a greater number of employees with disabilities, such as workstation adjustments, specific support for professional development, authorised days of absence and measures to encourage responsible purchasing. The Altice France group had already signed a dedicated agreement for its Telecoms division.

### Intelcia

Within its French scope, Intelcia includes strong commitments to ensure the integration of disabled workers in the group:

- ◆ a Disability Officer has been appointed with disability focal points on each site;
- ◆ close monitoring of the recommendations of the occupational health authorities regarding the adjustment of working hours or the provision of anti-musculoskeletal disorder support;
- ◆ support for employees who are recognised as disabled workers in adapting their working position (ergonomic chairs, computer screens, etc.).



## Raising employee awareness of disability and agreements

6 dedicated training sessions were organised for the support functions - HR, purchasing, management control - of the Media division to make them aware of the objectives and measures now in force to support disabled employees.



The Altice France group organised a unique exhibition of photographs in several areas of the East/Media building of the Altice Campus on the occasion of the European Week for the Employment of People with Disabilities, which remained on display for over a month. A joint work by Frédérique Deghelt, novelist, and Astrid di Crollanza, photographer, this exhibition questions, through striking photographs and texts, the way we look at others, disability and identity.

Throughout the exhibition, QR codes to be flashed enabled employees to understand why they can all be affected by disability and how the company supports them in concrete terms, through the provisions of the agreement.

### "80%, the podcast that gives a voice to disability"

Through its series of podcasts, the Altice France group also wanted to raise awareness among its employees in a different way.

Olivier, 47, is an editorial assistant for RMC's Matinale. He has a visible physical disability, having had his right leg amputated as a result of cancer at the age of 9, and walks with crutches. Olivier talks about his professional choices, the acceptance of how other people see him, thanks to disabled sports in particular, but also thanks to the humour of his colleagues.

"The disabled worker is a worker like any other"

See podcasts



(1) Call centre: <https://www.handicall.fr/>  
(2) Logistics company: <http://log-ins.fr/>  
(3) Business services: <http://www.apaips.com/>



## Visibility of disability on the air



BFMTV, RMC Story and RMC Découverte were signatories in December 2019 of the CSA Charter on the representation of people with disabilities and disability in the audiovisual media.

In line with the principles of this Charter, Altice Media has undertaken to carry out a survey of the treatment of these subjects on these channels since 2021, in order to report to the CSA on its progress. This proactive approach demonstrates a strong commitment to the issue of disability representation.

## Visibility of disability in shops

At the end of 2020, Mission handicap SFR equipped all its sales staff with inclusive masks to improve the quality of exchanges with customers and colleagues. This action is part of the pioneering commitment to disability of the group, both for employees and for customers.



## A pragmatic social dialogue

The Altice France group is committed to maintaining a pragmatic social dialogue between the social partners and the General Management. This is all the more true given the importance of the strategic and organisational projects that the group needs to adapt to the demands and rapid changes in the telecom, media and outsourcing markets.

### I. Social dialogue within the Telecoms and Media divisions



Throughout the year, discussions and negotiations with the social partners were held on a number of topics, with 238 meetings of the SEC, broken down as follows:

CSE Central de l'UES SFR	41	CSE SRR	38
CSE R&SI de l'UES SFR	48	CSE SFR Distribution	28
CSE B2B de l'UES SFR	30	CSE de l'UES Next	18
CSE B2C & FS de l'UES SFR	35		

The various negotiations led to the signature of 13 agreements on the Telecoms and Media divisions of the Altice France group, in particular on the following subjects: mandatory annual negotiations (NAO), health costs - provident scheme, profit-sharing, etc.



## II. The opening of a Voluntary Departure Plan for the Telecoms division

In the Telecoms division, the year 2021 was marked by the launch of the information-consultation procedure relating to the Voluntary Departure Plan announced in March 2021 by the General Management. Over the year, 85 meetings and 23 negotiation meetings were held on this subject, bringing together the various social players in the company.

Following the approval of the voluntary redundancy plan by the French labour administration (DRIETTS), the voluntary redundancy plan was opened for SFR Distribution on 29 September 2021 for a duration of 5 months and for the SFR SEU on 22 November 2021 for a duration of 4 months.

All employees can benefit from the support of Alixio Mobility to help them reflect on and build their professional project, either internally or externally.

A digital "information and advice space" platform and advisors, who intervene in complete confidentiality, are available to answer all their questions on the measures provided for in the framework of the PDV, to inform and advise them on the various possible professional projects and to help them, if necessary, to put together their application file.



## III. Social dialogue at Intelcia

The Intelcia group respects the law on social dialogue in each of its countries of operation and ensures that it maintains an open, constructive and constant relationship with its social partners.

Intelcia France has signed a Social Dialogue Agreement which sets out all the guarantees of means and rules in force in the company. A timetable shared with the social partners has framed the negotiation of a career management agreement at the end of 2021.



In Morocco, France, Cameroon, Côte d'Ivoire and Madagascar, 100% of the sites have employee representatives. All means are made available to them in the exercise of their function: office, notice board, email address, etc.

A dialogue is maintained with the staff representatives, with a follow-up of the decisions taken during the meetings.

Intelcia also ensures that they are able to carry out their tasks in good conditions.



**ABDESSAMAD ANNOUN**  
Education Manager Experience  
Customer & Staff Representative - Morocco

"At Intelcia, we are fortunate to have a passionate, committed and responsible college of delegates. Every month we have a meeting with the management. We deal with all subjects, everything related to the life of the company, with no taboos and in full transparency. We also have a proactive role: we make sure that we anticipate certain pitfalls, certain problems, inquire about certain developments and give our opinion."

## Work organisation and remuneration within the Altice France group

### I. The organisation of work

The Altice France group respects the regulations of the countries in which it is established concerning the organisation of work and has put in place measures to adapt to the specificities of its activities in the different geographical areas where they are carried out.



#### Telecoms and Media

The Telecoms and Media divisions promote a work organisation that respects work-life balance and gives employees responsibility for managing their working hours. The average working time is 35 hours and legal provisions for the reduction of working time are applied, with the allocation of days for recovery of working time. Employees also benefit from leave for family events (marriage, death, moving house, sick child, etc.) and can open a Time Savings Account to accumulate paid leave entitlements.

In order to support the company's digital transformation and the implementation of the FlexOffice, the Altice France group has put in place, in a company agreement signed in 2018, 1 day of weekly teleworking for the employees of the Telecoms division(1), on a voluntary basis and by mutual agreement with the manager.

#### Intelcia

Intelcia has put in place a policy aimed at reducing the impact of work constraints on the private lives of its employees, in particular through processes aimed at establishing schedules in advance and managing their modifications, managing night work, days off or holidays, as well as a flexible work organisation. In this context, Intelcia takes into account the flexible working hours enjoyed by some of its employees and has also set up a teleworking system for all its sites by improving the security of its information systems and ensuring that its managers are trained in team management and remote working. In addition, a rotation system guarantees weekends off for all functions that operate 7 days a week, and staff preferences are taken into account for exceptional events such as religious holidays and public holidays. Finally, Intelcia takes into account exceptional situations specific to its countries of operation, such as election periods or curfews.

(1) Employees whose work requires them to be physically present on the company's premises or employees exclusively responsible for team coordination.

## II. The remuneration policy of the Altice France group

### Telecoms and Media

The Altice France group offers its employees a remuneration policy based on individual and collective performance and guaranteeing fair treatment.

The remuneration of employees is composed of the following elements:

- ◆ a fixed gross salary reflecting the experience and responsibilities of the employee;
- ◆ variable pay to reward individual contribution;
- ◆ employee savings schemes (profit-sharing and/or participation) to involve employees in the group's results and achievements.

In addition, employees benefit from social protection through a health and provident scheme and have access to a collective retirement savings scheme, with a company contribution.



#### Intelcia

Intelcia has established fixed and variable remuneration rules. A salary classification grid by grade and status exists in all its countries of operation. The fixed salaries of the advisors are often higher than the local Minimum Growth Wage (SMIC) in each country, as in Morocco or Madagascar. In 2020, a salary increase matrix was introduced at the annual appraisals to provide a percentage increase according to the salary gap and the level of performance.

In France, an additional bonus linked to seniority (from 4 years of presence in the group) was negotiated during the compulsory negotiations in the company. All the sites also have a meal ticket scheme, a scheme to cover part of the cost of transport via a bonus or the reimbursement of part of the cost of public transport passes.

In all its countries of operation outside France, Intelcia offers more advantageous provisions than those provided for by the regulations in terms of sickness, work accidents, maternity and paternity, supplementary pension and welfare. For example, in Morocco, leave for weddings and deaths is more advantageous than under national legislation, and an internal solidarity fund has been set up in Senegal to assist employees in such events; in Côte d'Ivoire, Cameroon and Senegal, private medical cover is more advantageous than that provided by the state.



## Living well together

### I. Support, prevention and awareness-raising measures in the Telecoms and Media divisions

**Strictly confidential guidance and support systems are available to employees who are experiencing professional or personal difficulties:**

- ◆ a support unit available free of charge by telephone 24 hours a day, 7 days a week;
- ◆ on-site psychological consultations or individual psychological follow-up in a city office;
- ◆ support for occupational social workers;
- ◆ an Intranet section "Living well together", with all the useful information and the list of internal and external professionals available.



### Awareness-raising initiative on the prevention of psychosocial risks among the group's work-study students

In 2021, the Altice France group launched an online game for its entire community of work-study students in order to raise their awareness of stress at work and inform them of all the measures implemented within the company to support and deal with these risks. 210 work-study students responded positively to this initiative and participated in the awareness-raising game.

### Guide on the prevention of addictive practices



In 2021, with the help of a recognised specialist, the Altice France group designed a guide entitled **"Prevention of addictive practices in the workplace" for managers and HR staff in the Telecoms and Media divisions.**

Through advice and concrete examples, this guide enables them to deal effectively with the individual situations they may face and gives them the keys to adopt the right reflexes.

### LEA, keeping in touch during long-term sickness leave

The Altice France group has set up, in partnership with an expert in job retention, a new tool for its employees in the Telecoms division who are on long-term sick leave (more than 3 months). Lea is a free web application that allows these employees to manage their absence from work in complete confidence and confidentiality, keep in touch with the company and prepare their return to work as well as possible.

### II. Systems for training managers and disseminating Intelcia's culture

To guarantee a good working relationship within its teams, Intelcia pays particular attention to managers and supervisors. Thus, a specific training plan is dedicated to them, as well as systematic training in the group's values.

All managers are made aware of ethics and non-discrimination issues through the Code of Ethics and follow awareness campaigns.

An annual meeting called the **"Middle Management Day"** is organised, during which workshops on the role of the manager are held.

Since January 2021, the **"Convergence"** project has strengthened the coaching role of team leaders, enabling them to act as coaches. The Assessment Center, on the other hand, carries out identification work with the coaches for a potential transition to team leader status.

As part of the Talent Reviews, a new leadership model was used, based on 8 skills, including the skill **"Acting with benevolence and fairness"**.

Finally, a group initiative (Best In adventure) aimed at valuing and recognising the best employees is being implemented: identifying the best employees via an objective challenge and rewarding them through a convivial event (trip, evening, etc.) The criteria are established by Intelcia and its customers on the basis of the performance of the employees per project.

**Satisfaction and commitment questionnaires to better take into account employees' expectations.**

Confidential and common to the entire Intelcia group, satisfaction surveys are conducted every two years. They aim to measure the well-being of employees and better understand their expectations, with a view to listening and improving:

- ◆ a satisfaction questionnaire for advisers, also called "Recommendation", to assess the level of satisfaction of employees with regard to working conditions, the efficiency of internal support services, the management and project management, motivational factors and personal experiences and finally the human resources policy adopted;
- ◆ a "commitment" questionnaire for support functions and managers, through which their support and involvement in the group and its projects are measured;
- ◆ during the year, several other mini-surveys are organised and shared with employees in order to measure their satisfaction with the various campaigns or events aimed at them.



## Actions and programmes focused on well-being and connection at Intelcia

The issue of well-being at work is crucial in Intelcia's sector of activity.

In addition, the group has set up a number of events to strengthen the conviviality on its sites and among its employees, such as:

- ◆ **Tuesday and Friday 'IN:** entertainment at the sites around different themes, celebration of special occasions;
- ◆ **Birthday of the month:** celebration of the birthdays of randomly selected employees;
- ◆ **Wellness Week:** a week around wellness in June, with workshops, webinars, content, sports classes, on all Intelcia sites at the same time;
- ◆ **In The Move :** a pilot programme to promote sport and well-being among employees via a digital platform, online sports courses, a dedicated newsletter, etc.;
- ◆ Creation of a Feel'In Better section on the intranet with weekly articles on well-being and personal development;
- ◆ **#DiscoverTogether** programme for the Executive Committee: visits to places off the beaten track (steelworks, birdwatching, historical sites, etc.) to strengthen the management team;
- ◆ The **#IntelciaTalks** programme: meeting inspirational personalities.



On the occasion of its 20th anniversary, Intelcia invited different teams to compete in the "20 Years Challenge". The idea is to get them to think about the company's problems, while reinforcing their sense of belonging to an adventure that is celebrating its two decades.



**Finally, specific programmes and events are dedicated to strengthening proximity to management and transparency:**

- ◆ several forums for sharing company news with the group's management (Town Halls meetings, Annual Management Meetings and Quarterly Management Meetings);
- ◆ Coffee Mornings: forums for employees to exchange views with country or site managers to share their daily concerns and implement corrective actions;
- ◆ intranet exchange applications: MyAlert, ChatRH, MySuggestions, Help'In ;
- ◆ the creation in 2021 of a corporate radio station, InRadio, which broadcasts to 8 countries, with 17 programmes per week;
- ◆ the Intelcia Advocacy Program: mainly active on LinkedIn, it gives a voice to volunteer employees who share their experience in the sector and at Intelcia. Participation in the ambassadors' network includes support for digital training (copywriting, basic content creation rules, use of platforms for designing visuals, etc.) and user-friendly events (shooting, afterwork, etc.).





### Covid-19 specific actions

In the current health context, the Altice France group has put in place preventive measures to guarantee the safety of its employees:

- ◆ work organisation arrangements for employees, with the introduction of teleworking measures and a principle of on-site rotation
- ◆ specific arrangements for populations with major frailties or chronic illnesses;
- ◆ enhanced cleaning measures in offices, workstations and catering areas;
- ◆ adapted and reinforced communications;
- ◆ temperature measurement at the entrance of visitors to certain sites;
- ◆ an emergency procedure in the event of positive cases being detected on site.

The Altice France group has also proposed voluntary vaccination campaigns on certain sites.



# The Altice France group, committed to shared business and data ethics



**The Altice France Group places the rules and principles of ethics at the heart of its economic and commercial relations. This commitment is reflected in the implementation of ethical practices, particularly in terms of responsible purchasing, the fight against corruption and influence peddling, as well as information security and the protection of its customers' personal data.**

## Business ethics

The Altice France group ensures that its values and principles in terms of business ethics are shared throughout its subsidiaries. Faced with the diversification of its activities and the entry into the group, each year, of new employees, particularly in Morocco and internationally, the Altice France group has equipped all its subsidiaries with codes of ethics. These Codes apply the Group's principles in each entity, adapting them, where necessary, to specific professional and geographical circumstances.

### I. A new responsible purchasing policy

The Altice France group is working every day to build a promising future by reconciling economic performance and sustainable progress for all. In order to reduce environmental, social and ethical risks throughout the supply chain and to create value for all stakeholders, the Telecoms division adopted a responsible purchasing policy in 2021. This policy is broken down into three areas in which the Telecom division has made commitments.

#### Purchase more responsible products and services and reduce environmental impacts

- ◆ Define targets for the implementation of CSR commitments, particularly for reducing greenhouse gases
- ◆ Identify the activities that generate the most CO2 emissions and implement reduction plans for the purchase of the products and services concerned
- ◆ Buy more energy-efficient network equipment
- ◆ Promote the circular economy through the products offered to customers

#### More responsible service delivery

Altice France's telecoms division is committed to reducing the carbon footprint of the products and services it offers and to working towards a more responsible digital environment. CO2 emissions related to electricity consumption account for the majority of total CO2 emissions in Scopes 1 and 2. The development of 5G and the evolution of digital uses should mechanically increase these emissions. This is why the Altice France group's telecoms division has set up a renewable energy purchasing scheme.

**By 2030, reduce the group's greenhouse gas emissions by 50% compared to 2020**

**By 2040, contribute to carbon neutrality on scopes 1 and 2.**



## Creating an ecosystem of committed suppliers

- ◆ Making the social and environmental policy of suppliers a selection and monitoring criterion
- ◆ Supporting suppliers in the implementation of responsible social practices
- ◆ Implementing a regulatory monitoring system and ensuring compliance by interested parties
- ◆ Formalising the commitment of suppliers by signing the Code of Ethics and Commitment and the CSR Annex

### Regularly evaluate strategic suppliers

As part of a continuous improvement process, the Telecoms division has set up an annual evaluation process for its suppliers and strategic service providers. It is oriented around three strands: commercial, operational and Corporate Social Responsibility (CSR). The partners are audited on the ACESIA platform, a solution managed by the Afnor group, on their social, environmental, ethical or more broadly social responsibility measures and actions. If necessary, the Telecoms division follows up on the corrective actions of suppliers to improve their CSR performance. Suppliers subject to this follow-up are those who have obtained an insufficient score and/or show a significant deviation from the average for their sector of activity.

By the end of 2021,  
**304 supplier assessments had been carried out.**

## Building respectful and balanced relationships

- ◆ Establish an ongoing dialogue and a sustainable relationship with suppliers
- ◆ Fight against corruption and influence peddling
- ◆ Promote and respect Human Rights in the sphere of influence of the Telecoms division
- ◆ Fight discrimination and promote diversity
- ◆ Ensure financial fairness to suppliers

### Ensure financial fairness to suppliers

The Altice France group's telecoms division has set up a system for identifying and prioritising the payment of invoices issued by small and medium-sized enterprises (SMEs) and very small enterprises (VSEs) in the event of a cash shortage.

The Telecoms division also works to combat economic dependency and analyses the supplier dependency rate every year. In case of proven dependency, corrective actions are implemented.

**Identify SMEs and VSEs and prioritise their payment in case of cash shortage.**





## Zero tolerance with regard to corruption and influence peddling



As part of its ethical and responsible approach, and aware of the importance of these subjects, the Altice France group applies a principle of "zero tolerance" with regard to corruption and influence peddling, in all its forms and in all the group's activities. More specifically, and in accordance with the provisions of Law No. 2016-1691 of December 9, 2016 relating to transparency, the fight against corruption and the modernisation of economic life (known as "Sapin II"), which is applicable to it, the Altice France group has implemented the following measures:

- ◆ Codes of conduct defining and illustrating the different types of behaviour to prohibit as likely to characterise acts of corruption or influence peddling. These documents are available on the group's intranets. In addition, Intelcia's code of ethics is also available on its website and the codes for the Telecom and Media divisions are supplemented by a practical anti-corruption guide designed to provide practical details to employees;
- ◆ Disciplinary regimes, to sanction the company's employees in case of violation of the company's code of conduct;
- ◆ Internal whistleblowing system to allow the collection of alerts from employees and relating to the existence of behaviour or situations contrary to the company's code of conduct; For the Telecoms and Media divisions, this system takes the form of a dedicated mailbox managed by the Compliance Officer. In the case of Intelcia, a platform, MyAlert, has been set up and is managed by the Department in charge of Ethics. The internal whistleblowing system is a broad system that concerns all reports of conduct or situations that are contrary to the law and the general interest, as well as more specific reports of conduct or situations that are contrary to the Code of Conduct, or relating to the duty of vigilance;
- ◆ Risk mapping designed to identify, analyse and prioritise the risks of exposure of the Altice France group to external solicitations for the purposes of corruption, in particular according to the sectors of activity and geographical areas in which the company operates. As a major issue for the construction of the anti-corruption programme, the Altice France group's risk map is regularly updated and completed by the compliance team;

- ◆ Procedures to assess the situation of customers, first tier suppliers and intermediaries are carried out in regard to the risk map. These procedures are reflected in the implementation of systems for assessing new suppliers, which involve sending an anti-corruption questionnaire, filling in a grid containing anti-corruption criteria and systematically analysing warning signals before entering into a relationship with a supplier. Thus, when a prior analysis detects one or more unjustified red flags, the supplier is subject to an in-depth analysis by the compliance team. This system was completed in 2021 by the assessment of the active base of media and telecom suppliers as well as corporate customers by the service provider ALTARES.
- ◆ Internal accounting control procedures, to ensure that books, records and accounts are not used to conceal acts of corruption or influence;





◆ A training programme for executives and staff who are the most exposed to risks of corruption and influence peddling, The Telecoms and Media divisions of the Altice France group have already widely deployed their training system. In 2020, an awareness campaign was launched for all employees of the Telecoms division via mandatory e-learning on the risks of corruption and influence peddling, as well as on the group's policy to combat them. The Altice France group has worked hard on a system of online modules so that the training courses can be adapted to the new working conditions imposed by the health circumstances, resulting in particular in the importance of teleworking.

For example, the training programme for B2B sales staff, which was introduced at the end of 2020, includes two adapted modules. The first is a broad basic module on the fight against corruption and influence peddling, supplemented by a quiz and a second module specific to the population concerned. The implementation and monitoring of this training course for B2B sales representatives has been tested and monitored to ensure that this new training method is accessible and meets the specific needs of this population.



**91 % of the B2B population fully trained in anti-corruption**

In addition to the awareness and training campaigns, all employees in the Telecoms and Media area have access to the intranet page dedicated to the group's ethics and compliance. This dedicated space recalls the group's policy on the fight against corruption and influence peddling, notably through a video by Grégory Rabuel, Chairman and CEO, and provides employees with all the group's documentation on these subjects (Anti-corruption Code of Conduct, Code of Ethics and Commitment, internal whistleblowing system, practical guide, etc.).

- ◆ In addition, a global training campaign is planned at Intelcia for the first quarter of 2022. Its aim will be to train all the subsidiary's employees on the subject of ethics and, in particular, anti-corruption.
- ◆ An internal system to control and evaluate the measures implemented.



**70.8% of top managers of the Telecoms and Media division trained in anti-corruption**

## Project to pool the Telecoms and Media divisions

The project to pool the Media and Telecoms divisions was launched within the Altice France group in 2020 with the aim of integrating the Media division into the staff and systems of the Telecoms division. The pooling and integration of Media with regard to the compliance programme was therefore the group's priority in 2021 and resulted in:

- ◆ a renewed commitment from the governing body ;
- ◆ fluidity and completeness of the information communicated to employees as well as its accessibility through the shared intranet;
- ◆ a unification of third party evaluation systems;
- ◆ clarification and accessibility of the alert mechanism;
- ◆ centralised training;
- ◆ consolidation of the implementation of internal procedures.

## Shared journalistic ethics

All Altice Media entities have an ethical framework for journalists that guarantees their editorial independence. The group's channels adhere to a Charter listing 50 principles (honesty, independence, impartiality and respect for individual rights) and have an independent Ethics Committee responsible for monitoring compliance with these principles. The ethical rules followed by the Altice Media entities can be consulted on the group's websites.



## Data ethics

### For ethical data governance

The Altice France group has a formalised and maintained a General Information Security Policy (GISP) which constitutes the reference framework for all the activities of its subsidiaries. It defines responsibilities, specifies objectives and sets out general principles for information security.



This policy is validated by the General Management and is regularly reviewed in the light of all developments affecting information security. The ISO 27001:2013 standard serves as the basis for security management within the Altice France group. This approach includes the development of Local Information Security Policies (LISP) for the different areas of the group. In addition, a security reference framework, based on Security Directives and then Security Procedures, develops and guides the expectations in terms of information security on various subjects. The PDCA (Plan-Do-Check-Act) model is used to maintain and continuously improve the effectiveness of these safety-related management processes.

Because of their missions of general interest to the nation, SFR's infrastructures in metropolitan France and Reunion Island are subject to regulation and are audited and controlled by the public authorities.

On the cybersecurity side, the Agence Nationale de Sécurité des Systèmes d'Information (ANSSI), which is attached to the Prime Minister's office, carries out regular security audits on a yearly basis - in accordance with Article L33-10 of the French Post and Electronic Communications Code. These audits, which may concern both the operator's network and the information system, are carried out with regard to the GISP and the field expertise of the ANSSI teams.

In addition, certain sensitive infrastructures, defined according to the criteria laid down by the law and validated by the competent State services, benefit from dedicated security policies, variations of the GISP, and specific annual controls by the ANSSI.

In addition, in order to control certain fundamental clauses of the PGSI, the security teams of the Altice France group have linked up closely with the State services, in order to carry out a monthly control of the group's critical systems taking advantage of the automatic verification software.

### Data security, in compliance with the General Data Protection Regulation (GDPR)

As part of its data protection compliance policy, the Altice France group has implemented various measures to ensure that its customers' personal data is properly managed and protected.

In addition, the Altice France group is pursuing the actions already undertaken:

- ◆ consolidating compliance governance by strengthening the network of "IT and Freedom" relays in the Telecoms and Media divisions, and Intelcia's "operational processing managers", within the business divisions, with an essential mission to raise awareness among these teams in relation to the Data Protection Officer;
- ◆ updating and monitoring the various data protection policies published on the websites of the entities concerned;
- ◆ monitoring of processes related to the compliance of personal data processing and dissemination via the compliance governance defined within the Telecom and Media business units for implementation and directly by the GDPR and compliance units at Intelcia;
- ◆ the launch of compliance projects according to the latest regulations;
- ◆ the continuation of internal and external training adapted to the needs and expectations of employees according to their functions (e-learning, workshops, training days, etc.);
- ◆ conducting compliance audits internally or with our subcontractors;
- ◆ carrying out the formalities required by the data protection regulations (record keeping, monitoring the execution of impact assessments, notification, etc.) and, in the light of the risk assessment, recommending mitigation measures;
- ◆ equivalents of the GDPR are deployed in the different countries according to local standards, such as the National Commission for the Control of Personal Data Protection (CNDP) in Morocco, or the Commission for the Protection of Personal Data (CDP) in Senegal.

The protection of personal data remains an essential issue for the Altice France group, which is committed to defining and deploying the measures required to maintain it within its perimeter.



# SFR Business

## Performance and commitment to customers



**EMMANUEL PUGLIESI**  
Executive Director SFR Business

**"Being a partner of companies in their digital transformation is in the DNA of SFR Business"**

"Supporting our customers in this acceleration, particularly brought about by the COVID crisis and the changes in working methods (teleworking, travel, virtualisation of collaborative spaces, etc.) is a priority for our teams.

We strive to offer the best technology and networks to our customers to enable them to experiment with new ways of collaboration and migrate to the cloud with ever higher levels of performance and security. Our expertise allows us to provide end-to-end solutions with strong commitments on both implementation and operation.

Cyber threats are increasing in number, complexity and sophistication, and are a major concern for businesses. To better support our customers in securing all their activities, SFR Business has developed a complete range of security offers that are constantly evolving to better adapt to uses and risks.

While the security of our customers' information is a priority, our commitment to social responsibility is global and covers all the pillars of sustainable development. This commitment is illustrated, for example, by our ISO 14001(1) certification, which enables us to optimise our after-sales service and the recovery of electrical equipment each year. A whole value chain is involved, from the selection of suppliers to the end of the equipment's life, including transport and reconditioning, for ever higher quality and ever lower environmental impact."

### Digital Transformation



### Teleworking



### 5G - Fibre



### Cloud



### CSR



#### OPPORTUNITIES

#### RISKS

- ◆ Information Systems Agility
- ◆ Switch to all-connected

- ◆ Complexity of the Information System
- ◆ Extension of the attack surface

- ◆ Teleworking in all circumstances
- ◆ New collaborative approaches

- ◆ Priority targeting of teleworkers for cyber attacks

- ◆ More speed
- ◆ More responsiveness
- ◆ Increased accessibility

- ◆ Increased speed of attacks and data theft

- ◆ Accessibility everywhere
- ◆ Flexibility
- ◆ Scalability

- ◆ No traceability and accountability for actions

- ◆ Sustainable business proposals including low carbon solutions and partnerships for digital inclusion

- ◆ Global warming
- ◆ Depletion of resources
- ◆ Digital exclusion

(1).ISO 14001 certification on the scope of After-Sales Service and Management of electrical and electronic equipment

## EQUIPMENT &amp; TERMINALS



## Protection of terminals

Today's usage patterns lead users to be constantly connected to applications offering different services in all situations (hybrid work). Endpoints have therefore diversified, adapting to our lifestyles, from personal or professional PCs to connected objects, including smartphones and tablets. The direct protection of these various devices is therefore a growing challenge, which has led SFR Business to develop a global strategy for protecting endpoints:

- ◆ fleet management and steering;
- ◆ intrinsic protection (early detection and protection against ransomware and malicious content; traffic encryption, to prevent interception of emails and online communications; browsing protection);
- ◆ the setting up of secure virtual offices.



## Trade-in and donation of mobile fleets

SFR offers its customers the opportunity to take part in a circular economy approach thanks to two mechanisms:

- ◆ Phone trade-in through sales on the SFR Business platform which allows the customer to receive a trade-in offer from partner refurbishers;
- ◆ The donation of their fleet to the Ateliers du Bocage, a member of the Emmaüs movement, which seeks first and foremost to give them a second life in its network of solidarity shops. The funds released then make it possible to support solidarity economy actions.



48,909 phones traded in or donated



## Responsible management of equipment recovery, repair and end-of-life



CÉDRIC BRETEL  
Reverse Logistics Manager

"Our actions in favour of re-use allow us to recondition more than 70% of our recovered equipment. These actions extend the life of our products, delay waste and limit resource consumption by avoiding or delaying the purchase of new equipment. We also work to reduce the impact of transporting recovered equipment."

In 2021, our optimisation actions have resulted in a reduction of 39% in CO2 emissions per transported vehicle, compared to 2020. "



## Packaging

Thanks to its partnerships with committed players, since 2021, reconditioned equipment is packaged in cardboard boxes made of 100% recycled materials. In the last quarter of 2021, SFR Business also replaced plastic fasteners with metal ones for better recyclability. These actions have resulted in an overall reduction in the carbon footprint of packaging.

## NETWORKS &amp; INTERCONNECTIONS



## SDWAN to support digital transformation

Digital transformation and the greatly increased use of cloud services are driving private corporate networks to become more flexible, more resilient and more focused on application performance. This opening up of the networks also leads to a need for enhanced cybersecurity at every point of its new exposure surface. The answer today lies in the implementation of "Secure SD-Wan" (Software-Defined WAN) architectures.

SFR Business' ambition is to make this SD-WAN accessible to all companies: on the one hand, through its tailor-made solutions, which are particularly suited to the needs of large companies whose complex systems often require specific expertise, and on the other hand, through its turnkey "SDNet" solution designed for companies with smaller information systems and which natively integrate security management.



## SFR Business has thus acquired partners and tools to meet the needs of all companies in terms of SDWAN

In the case of large companies, with multiple and extensive information systems, SD-WAN projects are handled on a case-by-case basis with an adapted technological solution, co-constructed with the SD-WAN and CyberSecurity publisher(s) that best meet the expressed need, whether global (including international) or targeted.

In the case of small and medium-sized companies, SFR Business directly integrates installation and operation into its SDNet offer on an "as a Service" model.

Whatever the model offered to its various customers, SFR Business, with its long-standing expertise in the field of Network and Cybersecurity and partnerships with the big names in the field, integrates the latest technological tools and its support services into its customers' SD-WAN architectures with the right level of security required (firewall, anti-intrusion system, protection against malware, content filtering, etc.).

100% of the offers  
are developed according to the principle  
of "Security By Design"



## Integrated Management Systems

SFR Business relies on an integrated management system based on recognised benchmarks which enables us to ensure the performance of our quality, information security and environment triptych.



(1)



(2)

(1) SFR BUSINESS Certifié par Afnor ISO 27001:2013 pour les activités suivantes : PRESTATIONS DE SERVICES MANAGES DU CENTRE D'EXPLOITATION SERVICES (CES), DU CENTRE OPERATIONNEL DE LA SECURITE (COS), DU CLOUD COMPUTING (CLOUD V3), ET PRESTATIONS D'HEBERGEMENT DE COLOCATION AU SEIN DES DATACENTERS. DECLARATION D'APPLICABILITE du 19/01/2021 et est déployé sur les sites suivants : ALTICE CAMPUS, Les Ulis et les datacenters de Bordeaux, Courbevoie, Val de Reuil, Vénissieux, Strasbourg et Trappes.

(2) SFR BUSINESS Certifié par Afnor selon le REFERENTIEL DE CERTIFICATION HDS 1.1 - Juin 2018 pour les activités (1 à 6) d' HEBERGEUR D'INFRASTRUCTURE PHYSIQUE ET HEBERGEUR INFOGEREUR et est déployé sur les sites suivants : ALTICE CAMPUS, Les Ulis et les datacenters de Bordeaux, Courbevoie, Val de Reuil, Vénissieux et Trappes.

## ACCESS &amp; CLOUD - DATA CENTRES



MATTHIEU HENNEBO  
Head of Information Security  
SFR Business

"The continuous growth of the threat to private companies and public organisations, the ever-increasing importance of information systems in the lives of these companies and organisations and the very rapid evolution of technologies now require us to constantly raise the level of security of the means of protecting our information systems and the services offered to our clients. "

Linkedin  
presentation of Net Center offers



## Health Data Hosting

Aware of the sensitivity of health data, in 2021, SFR Business has obtained certification as a Health Data Host for five of its data centres and for its Cloud Computing activity.



## Energy

SFR Business provides its customers with a network and data centres designed to optimise their energy consumption and certified by the ISO 50001 standard.

SFR Business Site  
Find out more





# Index

**AFA:** French Anti-Corruption Agency

**ADEME:** Environment and Energy Management Agency

**AGEC Law:** Anti-Waste Law for a Circular Economy

**AMII Area:** Areas covered by Calls for Expression of Investment Intention

**ANAPEC:** National Association for the Promotion of Employment and Skills (Morocco)

**ANSSI:** National Agency the Security of Information Systems

**ARCEP:** Regulatory Authority for Electronic Communications, Postal Services and Press Distribution

**ARCOM:** Authority for the Regulation of Audiovisual and Digital Communication (replaced CSA)

**BPO:** Business Process Outsourcing

**CAF:** Family Allowance Fund

**CDP:** Personal Data Commission (Senegal)

**CNDP:** National Control Commission for the Protection of Personal Data (Morocco)

**CNIL:** Data Protection Authority

**COP26:** Conference of the Parties 26

**CROUS:** Regional Centre for University and School Works

**CSA:** Superior Audiovisual Council (now ARCOM)

**CSE:** Social and Economic Committee

**CSR:** Corporate Social Responsibility

**DRIETTS:** Interdepartmental Regional Directorate for the Economy, Employment, Labour and Solidarity

**ESDW:** European Sustainable Development Week

**FTTB:** Fiber To The Building

**FTTH:** Fiber To The Home

**GDPR:** General Data Protection Regulation

**GWP:** Global Warming Potential

**IPCC:** Intergovernmental Panel on Climate Change

**LED:** Light-Emitting Diode

**OFTPP:** Office for Vocational Training and Work Promotion

**OJT:** On Job Training

**PDCA:** Plan-Do-Check-Act

**PGSI:** General Information Security Policy

**PLSI:** Local Information Security Policy

**POE:** Operational Preparation for Individual Employment

**PUE:** Power Usage Effectiveness

**SAV:** After-sales Service

**SDG:** Sustainable Development Goals

**SMIC:** Minimum Growth Wage

# Reporting methodology for non-financial indicators

## Legal requirements and principles

In accordance with Article L. 225-102-1 of the French Commercial Code, this Non-Financial Performance Statement includes:

- ◆ la presentation of the "business model";
- ◆ a description of the main non-financial risks;
- ◆ the policies applied and due diligence procedures;
- ◆ policy outcomes and key performance indicators.

This statement contains, when they are relevant to the main risks or the policies, the information provided for in II of Article L. 225-102-1. Due to its activity, the group is not directly concerned by issues related to:

- ◆ the fight against food waste;
- ◆ the fight against food insecurity ;
- ◆ respect for animal welfare;
- ◆ respect for responsible, fair and sustainable food.

## Reporting framework and standard

### I. The Global Compact and SDGs

The Group's CSR strategy is based on the United Nations' Sustainable Development Goals (SDGs), which have been defined to support and act in accordance with the 10 principles of the United Nations Global Compact in the areas of human rights, labour practices and anti-corruption. The Altice France group undertakes to contribute to the achievement of the SDGs and to analyse the impact of its activities on these objectives.

### II. The Global Reporting Initiative (GRI)

In order to define its non-financial steering indicators and thus measure the level of progress of its sustainable development policy, the Altice France group has drawn inspiration from the requirements and recommendations formulated by the Global Reporting Initiative (GRI).

## Reporting period

The data presented in this statement covers the activity of the entities concerned over the period from 1 January to 31 December 2021.

## Reporting perimeter

In this report, the Altice France group presents its integrated strategy for all its business lines, i.e. the Telecom, Media and Expertise divisions. The perimeter of reporting for the Altice France group consists of:

- ◆ the "Telecom" perimeter, which includes the consolidated data of all legal entities within the perimeter, namely SFR, Altice France, SFR Distribution, SFR Fibre, Completel, SFR Business Distribution and SRR;
- ◆ the "Media" perimeter, which includes the consolidated data of the entire NextRadioTV group;
- ◆ the Expertise perimeter, which includes the Intelcia data and is referred to as "Intelcia" in this document;

In the quality of service, innovation and accessibility, societal, environmental, social and ethical sections, the Telecoms, Media and part of the Expertise perimeters (Intelcia) thus cover 96.64% of the Altice France group turnover and 84.26% of its workforce. An action plan has been put in place for a more complete integration of the Expertise perimeter from 2021.

## Key performance indicators and methodological specificities

### I. Societal data

- ◆ **Amount paid as financial sponsorship:** this is the sum of donations paid to the SFR Foundation's partner associations. This indicator concerns the Telecom perimeter only.
- ◆ **Number of projects supported by the SFR Foundation since 2006:** This is the number of projects supported by the SFR Foundation since its creation through financial, in-kind and/or skills sponsorship.
- ◆ **Total number of employees hired:** this is the number of employees who participated in one or more human rights initiatives in 2021, either as one-off actions or in long-term partnerships.
- ◆ **Number of hours of skills sponsorship:** this is the number of hours of skills sponsorship (working time devoted to associations) in 2021. This scheme is governed by a skills sponsorship agreement signed in 2019. This indicator concerns the Telecom and Media perimeters only.
- ◆ **Amount of financial sponsorship:** this is the sum of monetary donations in Euros paid out by the SFR Foundation to its partner associations.



## II. Social data

- ◆ **Percentage of employees who have completed at least one training course:** this is the ratio of the number of employees who have taken at least one training course to the total number of employees as at December 31. This includes employees on permanent, fixed-term and work-study contracts, including contract suspensions. This excludes trainees and temporary workers. The indicator is published separately for the Telecom, Media and Intelcia divisions. Training for the Telecoms and Media perimeters is taken into account from one hour of effective training and excludes local in-house training.
- ◆ **Average number of hours of training per employee who received training:** this is the average number of hours of training per employee who attended at least one training course during the calendar year. This includes employees on permanent, fixed-term and work-study contracts. This excludes trainees and temporary workers. The indicator is published separately for the Telecom, Media and Intelcia divisions. Training for the Telecoms and Media perimeters is taken into account from one hour of effective training and excludes local in-house training.
- ◆ **Number of permanent hires:** this is the number of employees recruited on permanent contracts in 2021. This indicator concerns the Intelcia perimeter only.
- ◆ **Hires under 25 years old included:** this is the share of employees under the age of 25 or younger among total entries on permanent, fixed-term and work-study contracts. This indicator only concerns the Intelcia perimeter.
- ◆ **Number of work-study students recruited:** this is the number of work-study students who started an apprenticeship or professionalisation contract during the year 2021. This indicator concerns the Telecom and Media perimeters.
- ◆ **Student recommendation rate:** this is the proportion of students on an internship or work-study contract who answered "agree" or "totally agree" to the question "I recommend my company to a friend for an internship/work-study programme" according to the ChooseMyCompany survey. This indicator concerns the Telecom and Media perimeters only.
- ◆ **Share of promotions awarded to women:** This is the share of promotions awarded to women in relation to the total number of promotions awarded during the year, for employees on fixed-term and permanent contracts. Promotions are defined as a change in job category and/or promotion to manager status. Promotions are taken into account from the closing month in which the change is reported.
- ◆ **Professional gender equality index:** this index is calculated from the Ministry of Labour's evaluation grid. For more information: <https://travail-emploi.gouv.fr/droit-du-travail/egalite-professionnelle-discrimination-et-harcèlement/indexegapro>
- ◆ **Number of disabled employees:** This is the number of employees with disabled-worker status (RQTH) working within the group during the year 2021. This indicator concerns the Telecom, Media and Intelcia activities in metropolitan France.
- ◆ **Share of women among new hires:** this is the ratio of the total number of women joining the workforce on permanent, fixed-term and part-time contracts to the total number of new hires on permanent, fixed-term and part-time contracts. Both full-time and part-time contracts are taken into account.
- ◆ **Total workforce at the end of the period:** this is the total number of employees (permanent, fixed-term and work-study contracts, excluding trainees) in the group at the end of the period.
- ◆ **Number of employees under 25 at the end of the period:** this is the total number of employees (permanent, fixed-term and work-study contracts, excluding trainees) aged 25 or under at the end of the period. This indicator concerns the Intelcia perimeter only.

- ◆ **Voluntary turnover:** This is the total number of employees who left their job on their own initiative - including terminations of trial periods at the initiative of the employee - during the period under consideration (1 January 2021 to 31 December 2021), out of the total number of employees as at 31 December 2020.
- ◆ **Workplace accident frequency rate:** this is the ratio between the total number of accidents at work and the total number of hours worked. This includes employees on permanent, fixed-term and work-study contracts. This indicator concerns the Telecom and Media perimeters only.

## III. Environmental data

- ◆ **Scope 1 energy consumption:** this is the total volume of energy consumed by the group, expressed in megawatts/hour, related to the combustion of equipment/machinery owned by the group. It includes the quantities invoiced to the group of: fuel for fleet vehicles, domestic fuel oil, diesel fuel for generators and natural gas. The calculation of diesel consumption for generators was modified in 2021, as in 2020 it included an estimate of consumption based on manufacturers' data and the time the equipment was in operation. In 2021, it includes the sum of the quantities invoiced by diesel suppliers.
- ◆ **Scope 1 greenhouse gas emissions:** this is the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO2 equivalent, related to the combustion of equipment/machinery owned by the Group as defined for the "Scope 1 energy consumption" indicator and to direct fugitive emissions related to energy and refrigerants. Direct fugitive emissions linked to refrigerants are calculated solely on the perimeter of the Telecoms network, and include, according to the methodology of the Association Bilan Carbone, the theoretical leaks from the network's strategic sites, as well as a projection taking into account the typology and criticality of other sites.
- ◆ **Scope 2 energy consumption:** this is the total volume of the Group's energy consumption, expressed in megawatts/hour, including electricity and the Group's chilled water networks.
- ◆ **Scope 2 greenhouse gas emissions:** this is the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO2 equivalent, related to the Group's electricity consumption and chilled water networks.
- ◆ **Scope 3 greenhouse gas emissions:** in a continuous improvement process, the Group included, in 2021, part of the calculation of its Scope 3 greenhouse gas emissions. Scope 3, expressed in tonnes of CO2 equivalent, includes emissions linked to the business travel of the Group's employees and a projection of the electricity consumption of the Group's customers' boxes and decoders. Data on business travel by air or rail that is subject to expense claims is not representative and is therefore excluded from this indicator. This indicator concerns the Telecom and Media perimeters only.
- ◆ **Annual reduction of electricity consumption in relation to customer use:** Electricity consumption in relation to customer use is calculated from the ratio between the annual electricity consumption of the network sites and the annual peak of data use by our customers. The electricity consumption of technical sites is the consolidation of the electricity consumption of the Telecom network entities concerned by the law on energy audits (SFR, SFR Fibre, Completel). The annual peak in customer data usage is the highest peak volume consumption of the year recorded. This indicator concerns the Telecom perimeter only.
- ◆ **CO2 emissions per employee:** They are calculated from the ratio between the CO2 emissions of all the emission items of scopes 1 and 2 and the average annual number of employees. Emissions that do not relate to the Group's activity are excluded:
  - Item 3: direct process emissions
  - Item 5: land use, change and forestry

- ◆ **Share of renewable energy in electricity consumption:** This is the consumption of renewable energy (purchased via guarantees of origin or Power Purchase Agreements) related to the total electricity consumption of the group.
- ◆ **Recovery rate of waste electrical and electronic equipment:** This is the proportion of the Group's electrical and electronic equipment that undergoes a recovery operation (recycling, material recovery, energy recovery, sale to brokers, etc.) at the end of its life, among all waste electrical and electronic equipment. This indicator concerns the Telecom and Media perimeters only.
- ◆ **Share of reconditioned boxes:** This indicator is calculated from the ratio between the number of boxes collected, reconditioned and returned to the circuit and the total number of boxes collected. This indicator concerns the Telecom perimeter only.
- ◆ **Share of sales resulting in a mobile trade-in:** this indicator is calculated from the ratio between the volume of mobile trade-ins and the volume of sales of mobile equipment eligible for trade-in. This indicator concerns the Telecom perimeter only.

## IV. Quality of service and ethics data

- ◆ **Number of municipalities covered by 5G:** municipalities considered as covered by 5G are the municipalities for which the rate of population covered by 5G is significant (coverage above 50%). This indicator therefore specifically concerns the Telecom perimeter.
- ◆ **Number of marketable FTTH/FTTB sockets:** this indicator is calculated from the number of marketable FTTH and FTTB sockets. It specifically concerns the Telecom perimeter.
- ◆ **Rate of anti-corruption training for top management:** this indicator is calculated from the ratio between the number of top managers (managers reporting directly to the Executive Committee) trained in anti-corruption, in particular through face-to-face sessions in 2019 and an e-learning programme in 2021, and the total number of top managers at 31 December 2021. This indicator specifically concerns the Telecom and Media perimeters.
- ◆ **Number of CSR assessments carried out on suppliers:** Number of supplier assessments on CSR criteria carried out via the ACESIA online platform since 2016. This indicator concerns the Telecom and Media perimeters.

## Data collection and control methods

Social, environmental and societal data are based on internal tools, reporting methods and controls used in the various activities dedicated to these subjects.

A specific and centralised reporting tool was set up in 2018 to improve and make the collection of non-financial environmental data for the Telecom and Media perimeters more reliable. Training sessions are organised to support contributors in the process of collecting and consolidating non-financial indicators on the reporting tool.

The collection procedures and indicator calculation methodologies are disseminated to all persons involved in the reporting process in the perimeter.

Internally, control procedures have been put in place to limit the risk of error in the production and transmission of data. Each contributor collects and controls the data within his reporting perimeter. This data is then consolidated centrally to ensure its consistency, compliance with calculation methods and the scope of reporting, as well as the existence of data controls.



# Summary of key performance indicators by division

ISSUES	INDICATORS	2020		2021		INTELICIA
		TELECOM	MEDIA	TELECOM	MEDIA	
Quality and continuity of services	Number of municipalities covered by 5G	nearly 200	N/A	nearly 3,700	N/A	N/A
Quality and continuity of services	Number of new FTTH/FTTB connections deployed	5 millions	N/A	nearly 5.4 millions	N/A	N/A
Quality and continuity of services	Total number of FTTH/FTTB plugs eligible	20.5 millions	N/A	25.8 millions	N/A	N/A
Commitments to communities and in favour of human rights	Number of projects supported by the SFR Foundation since 2006	1,013	N/A	1,043	N/A	N/A
Commitments to communities and in favour of human rights	Total number of employees engaged	NEW	NEW	178		806
Commitments to communities and in favour of human rights	Number of hours of skills sponsorship	NEW	NEW	355 H		N/A
Commitments to communities and in favour of human rights	Amount of financial sponsorship	1 M euros	N/A	1 M euros	N/A	N/A
Climate change and energy efficiency	Energy consumption Scope 1	23.47 GWh	0.735 GWh	32.5 GWh	0.484 GWh	1.83 GWh
Climate change and energy efficiency	GHG emissions Scope 1	8.226 t.CO2	115 t.CO2	12,940 t.CO2	122 t.CO2	487 t.CO2
Climate change and energy efficiency	Energy consumption Scope 2	949.74 GWh	10.27 GWh	882.8 GWh	8 GWh	11.1 GWh
Climate change and energy efficiency	GHG emissions Scope 2	51,753 t.CO2	405 t.CO2	49,030 t.CO2	326 t.CO2	4,924 t.CO2
Climate change and energy efficiency	GHG emissions Scope 3	NEW	NEW	79 653 t.CO2	740 t.CO2	N/A
Climate change and energy efficiency	Annual reduction in electricity consumption in relation to customer use	-17.50%	N/A	-25.65%	N/A	N/A
Climate change and energy efficiency	GHG emissions per employee	5,78 t.CO2	0.38 t.CO2	6.13 t.CO2	0.33 t.CO2	0.31 t.CO2
Climate change and energy efficiency	Share of renewable energy in electricity consumption	0%	0%	10%	0%	0%
Circular economy and waste reduction	Recovery rate of waste electrical and electronic equipment	92.4%		90.5%		N/D
Circular economy and waste reduction	Share of reconditioned boxes	96.60%	N/A	96.70%	N/A	N/A
Circular economy and waste reduction	Share of sales resulting in recovery of a mobile phone	15%	N/A	18%	N/A	N/A
Circular economy and waste reduction	Total workforce at the end of the period	10,381	1,368	10,114	1,353	17,320
Career, jobs and skills management	Percentage of employees who have taken at least one training	59%	21%	58%	23%	104%
Career, jobs and skills management	Average number of hours of training per employee who attended training	18.6	16	19.4	16.6	96.2
Career, jobs and skills management	Number of permanent hires	N/D	N/D	N/D	N/D	4,077
Career, jobs and skills management	Hires of employees under 25 included	N/D	N/D	N/D	N/D	3,370
Career, jobs and skills management	Number of work-study recruits	411	36	642	70	N/D
Career, jobs and skills management	Student of recommendation rate	86%		90%		N/A
Diversity, equal opportunities and non-discrimination	Share of promotions awarded to women	35%		38%	36%	47%
Diversity, equal opportunities and non-discrimination	Share of women among hires	37%	42%	42%	32%	58%
Diversity, equal opportunities and non-discrimination	Professional equality index <sup>(1)</sup>	UES SFR: 93% SFR Distribution: 87%	UES Next: 91%	UES SFR: 93% SFR Distribution: 88%	UES Next: 76%	97% <sup>(2)</sup>
Diversity, equal opportunities and non-discrimination	Number of employees with disabilities	256		306	12	90 <sup>(2)</sup>
Diversity, equal opportunities and non-discrimination	Total workforce at the end of the period under 2025	N/D	N/D	N/D	N/D	4,555
Health, safety and well-being	Voluntary turnover	NEW	NEW	4%	6%	32%
Health, safety and well-being	Frequency rate of occupational accidents	4.33%	5.39%	4.38%	4.55%	N/D
Responsible purchasing and business ethics	Supplier CSR assessments since 2016	203		304		N/D
Responsible purchasing and business ethics	Share of top management trained in anti-corruption	NEW		74%	40%	N/D

(1) Index published in 2021 for the year 2020

(2) French perimeter

# Report by one of the Statutory Auditors, appointed as independent third party, on the consolidated non-financial statement

## For the year ended 31 December 2021

To the Annual General Meeting,

In our capacity as Statutory Auditor of your company (hereinafter the "entity") appointed as independent third party, and accredited by the COFRAC under number 3-1049, we have undertaken a limited assurance engagement on the historical financial information (actual or extrapolated) of the consolidated non-financial statement, prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), for the year ended 31 December 2021 (hereinafter, respectively, the "Information" and the "Statement"), included in the Group's management report pursuant to the requirements of Articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

### Limited assurance conclusion

Based on the procedures performed, as set out in the "Nature and scope of our work" section of this report, and the information collected, nothing has come to our attention that causes us to believe that the Statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

### Preparation of the Statement

The absence of a commonly used generally accepted reporting framework or a s established practices on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood together with the Guidelines, the main elements of which are presented in the Statement (or available online or on request from the entity's registered office).

### Inherent limitations in preparing the Information

As discussed in the Statement, the Information may be subject to inherent uncertainty because of incomplete scientific and economic knowledge and the quality of external data used. Some information is sensitive to methodological choices, assumptions and/or estimates used for their preparation and presentation in the Statement.

### Responsibility of the entity

The Management Board is responsible for:

- ◆ Selecting or establishing suitable criteria for preparing the Information;
- ◆ Preparing a Statement in accordance with legal and regulatory requirements, including a presentation of the business model, a description of the main extra-financial risks, a presentation of policies applied to mitigate these risks and the outcomes of those policies, including key performance indicators;

- ◆ Implementing internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

The Statement was prepared by applying the entity's Guidelines as mentioned previously.

### Responsibility of the Statutory Auditor, appointed as independent third party/independent third party

Based on our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- ◆ The compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code;
- ◆ The fairness of the historical financial information (actual or extrapolated) provided in accordance with Article R.225-105-I(3) and II of the French Commercial Code concerning action plans and policy outcomes, including the key performance indicators on the main risks.

As it is our responsibility to provide an independent conclusion on the Information as prepared by Management, we are not authorised to help prepare said Information, as that could compromise our independence.

However, it is not our responsibility to comment on:

- ◆ the compliance of products and services with the applicable regulations.

### Regulatory provisions and applicable professional guidance

We performed our work described below in accordance with the provisions of Articles A. 225 1 and following of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes) relating to this engagement and International Standard on Assurance Engagements 3000<sup>(2)</sup>.

### Our independence and quality control

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) for statutory auditors. Our firm maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with applicable legal, regulatory and ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors relating to this engagement.

(1) Accreditation Cofrac Inspection, number 3-1049, scope available at [www.cofrac.fr](http://www.cofrac.fr)

(2) ISAE 3000 (Revised) - Assurance Engagements Other Than Audits or Reviews of Historical Financial Information



Means and resources

Our work was carried out by a team of 8 people between October 2021 and March 2022 and took a total of six weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted some ten interviews with the people responsible for preparing the Statement.

Nature and scope of our work

We planned and performed our work to address the areas where we identified that a material misstatement of the Information was likely to arise.

We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion:

- ◆ We obtained an understanding of all the consolidated entities' activities, and the description of the principal risks associated;
- ◆ We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- ◆ We verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III;
- ◆ We verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- ◆ We verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- ◆ We referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented;
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix. Concerning certain risk , our work was carried out on the consolidating entity, for the other risks <sup>(3)</sup>, our work was carried out on the consolidating entity and on a selection of entities<sup>(4)</sup>.
- ◆ We verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement;
- ◆ We obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- ◆ For the key performance indicators and other quantitative outcomes that we considered to be the most important, as presented in Appendix, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;

- tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities and covers between 29% and 100% of the consolidated data selected for these tests;

We assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

The procedures performed in a limited assurance engagement are less in extent than for a reasonable assurance engagement performed in accordance with the professional guidance issued by the French Institute of Statutory Auditors; a higher level of assurance would have required us to carry out more extensive procedures.

Paris-La Défense, on 7 March 2022  
KPMG S.A.

Anne Garans  
Partner  
Sustainability Services

Grégoire Menou  
Partner

(2) ISAE 3000 (Revised) - Assurance Engagements Other Than Audits or Reviews of Historical Financial Information  
(3) Employment and Social Relations, Quality and Continuity of Service, Innovation, Community and Human Rights Commitments, Territorial Anchoring, Digital Inclusion, Responsible Consumption and Awareness, Security and Customer Data Privacy  
(4) SFR SA, SFR Fibre, SFR Business Distribution, Completel, SRR and Intelcia Maroc.

# Appendix

## Qualitative information (actions and results) considered most important

- Salary policy
- Result of the employee satisfaction survey
- Results of the satisfaction and commitment questionnaire (health & safety)
- Number of CSE meetings and agreements signed during the year
- Energy policy and related certification
- Policies implemented in favor of responsible purchasing
- Number of new municipalities served by 5G
- Devices put in place for the deaf and hard of hearing
- Local associations supported
- Local partnerships put in place
- Corporate project to raise awareness of responsible consumption
- Data security and confidentiality policy and associated certification

## Key performance indicators and other quantitative results considered most important

- Total number of employees at the end of the period
- Share of promotions awarded to women
- Professional equality index
- Percentage of employees who have taken at least one training course
- Average number of hours of training per employee who attended training
- Resignation rate
- Greenhouse gas emissions Scope 1 and 2
- Share of renewable energy in electricity consumption
- Annual reduction in electricity consumption in relation to customer use
- GHG emissions per employee
- Recovery rate of waste electrical and electronic equipment
- Share of reconditioned boxes
- Number of suppliers' assessments carried out