



Non-financial Performance Statement

Altice France Group 2022



Editorial

A player in economic life, but also in social, societal and environmental life, Altice France is a company resolutely committed to serving the French people.

For 10 years, Altice France has been rolling out very high-speed broadband in France and is also working in parallel to promote digital inclusion. Alongside Emmaüs Connect, ambitious support programmes have been gradually rolled out across the country. More than 1 million SFR prepaid top-ups have been distributed to the most disadvantaged to give everyone equal access to digital services. In 2022, 23,000 people received support from our long-standing partner.

The SFR Foundation also works on a daily basis with young people from modest backgrounds to facilitate their professional integration and to provide them with concrete, individual support towards employment. Thanks to the support of associations whose work is recognised in this field and the mobilisation of Altice France employees, we are helping them to build their project, gain self-confidence and believe in their future. In 2022, 10,000 young people were supported in their project.

The group also stepped up its action in spring 2022 and mobilised to help the Ukrainians. On the one hand, it enabled SFR customers to stay in touch with their loved ones in Ukraine and on the other hand, it donated 20,000 connection kits to refugees to best meet their need for connection in France. Altice Média has also joined forces with Secours Populaire and relayed the association's calls for donations on all its stations and platforms.

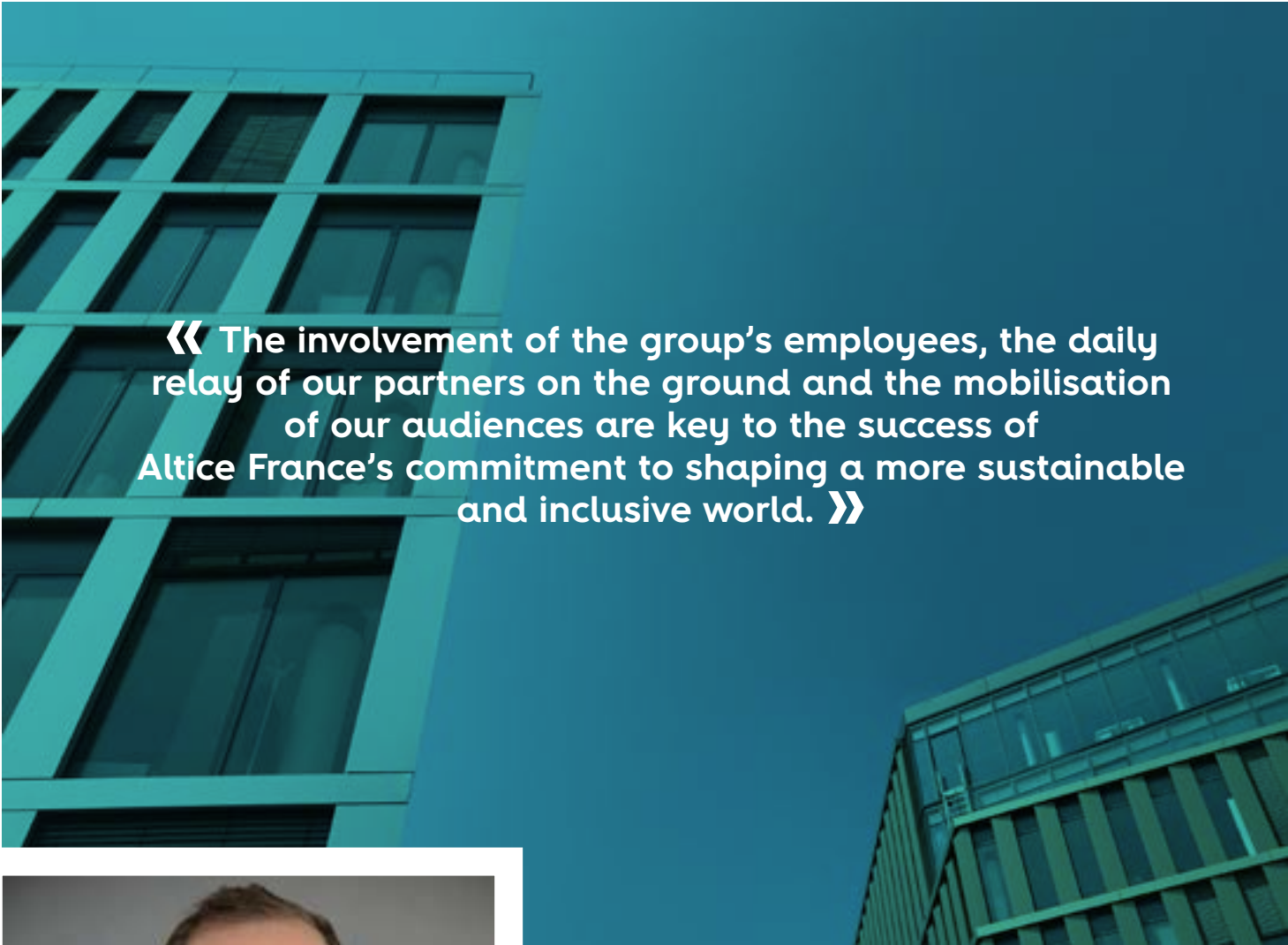
Convinced that diversity is a vector of innovation, creativity, motivation and performance for the company, Altice France has placed it at the heart of its corporate social responsibility policy. In addition to specific actions to ensure professional equality between women and men, the group gives a special place to young people and people with disabilities, while relying on a strong internal training system to enable its employees to develop their full potential.

Altice France has also chosen to implement a particularly ambitious apprenticeship policy, with a training objective of 1,000 work-study students per year, thus supporting the Government's «1 jeune, 1 solution» plan. This programme, which enables employees to pass on their expertise and know-how to younger generations, is a real opportunity to diversify profiles and introduce generational diversity into the teams. The work-study students at Altice France thus benefit from enhanced support throughout their career, both in terms of learning a trade from expert and passionate teams and in discovering the life of a large group.

Finally, at the beginning of October, Altice France expanded its action plan in favour of the ecological transition. For two years, this plan has been improving the environmental performance of the group's products and services. The new measures taken in the framework of energy efficiency contribute to the overall French and European effort. This approach is structured around three axes: concrete initiatives on decoders and telecom infrastructures; new editorial partnerships with RTE and GRTgaz to support the EcoWatt and EcoGaz schemes, as well as to raise awareness among employees, customers and all French people of the need to control energy consumption.

At the same time, we have worked throughout the year to enable everyone to better and easily connect, inform and entertain themselves. The satisfaction of our subscribers and audiences has always been our priority. This year, it resulted in the launch of a strategic plan to improve the customer experience. Thanks to the mobilisation of the teams of the Telecoms division and Intelcia, who carried out in-depth work, SFR was elected Customer Service of the Year 2023 in the category Communicating Solutions for individuals. Through our media, we also continue to reach more and more French people: BFMTV has consolidated its position as France's leading news channel with 12.3 million daily viewers and we have expanded the BFM Régions network with the launch of BFM Alsace in June and BFM Normandie in September 2022. RMC became the 4th radio station in France, with 3.2 million listeners.

Once again this year, I would like to highlight the exceptional commitment of all the group's employees, who have demonstrated their agility and inventiveness in a difficult national and international context.



« The involvement of the group's employees, the daily relay of our partners on the ground and the mobilisation of our audiences are key to the success of Altice France's commitment to shaping a more sustainable and inclusive world. »



Arthur DREYFUSS
Altice France Chairman and CEO

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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 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 support 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 recruitment and the 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 the fight against the digital divide. This is why the group has identified investment in local communities and digital inclusion among its main challenges.



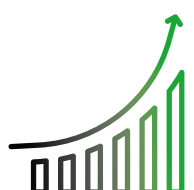
Environmental challenges

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 United Nations (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 2nd largest French operator, the Altice France group is a key player in the telecommunications sector serving 27 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 high-speed infrastructures their full effect in accelerating economic development and modernising society.

Media Division

Around its emblematic brands RMC and BFM, Altice France Media is the 3rd largest private French media group⁽¹⁾. 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.

INDUSTRIAL AND COMMERCIAL CAPITAL

Our resources

- ◆ 31,1 million Fibre optic connections (FTTH / FTTB)
- ◆ almost 7,000 municipalities covered by 5G
- ◆ 20 TV/radio channels of which 10 regional
- ◆ 2 new technologies to improve customer relations : Evolution and Smart Analytics Hub

Our challenges

- ◆ Customer satisfaction and quality of products and services
- ◆ Accessibility of offers to the greatest number of people
- ◆ Economic and social development of the regions
- ◆ Data protection, security and confidentiality
- ◆ Product innovation
- ◆ Responsible purchasing

Telecoms Division 95.2 % of turnover

- ◆ Deployment, design and operation of electronic communications networks
- ◆ Provision of electronic communications services
- ◆ Sales of mobile terminals, accessories and connected objects
- ◆ Support for digitalisation and new technologies such as the Internet of Things or Industry 4.0

SOCIAL CAPITAL

Our resources

- ◆ 476 employees with disabilities⁽¹⁾
- ◆ €3,427.4m in SFR Foundation
- ◆ purchases and subcontracting
- ◆ 15 solidarity spaces
- ◆ 32 Intelcia sites set up across Europe and Africa

Our challenges

- ◆ Respect for human rights in the value chain
- ◆ Diversity, equal opportunities and non-discrimination
- ◆ Economic and social development of the regions
- ◆ Support for solidarity and digital inclusion initiatives

(1) Scope: Telecoms, Media and Intelcia sites in France

INTELLECTUAL CAPITAL

Our resources

- ◆ Production of audiovisual content
- ◆ Partnerships with government institutions (ANSSI)
- ◆ IT and cybersecurity expertise

Our challenges

- ◆ Data protection, security and confidentiality
- ◆ Product innovation

Media Division 3.9 % of turnover

- ◆ Creation and production of original content (TV, radio, digital)
- ◆ Broadcasting of audiovisual programmes made accessible to all types of audiences
- ◆ Development of an increasingly digital offer
- ◆ Advertising network

Expertise Division 0.9 % of turnover

- ◆ Deployment and maintenance of communication networks
- ◆ Technical studies: design and engineering
- ◆ Custom relations centre
- ◆ Business Process Outsourcing (BPO)
- ◆ Consulting and IT Solutions

HUMAN CAPITAL

Our resources

- ◆ €1,096.9m in personnel expenses
- ◆ 13,726 Telecoms employee⁽²⁾
- ◆ 1,224 Media employees⁽²⁾
- ◆ 24,696 Expertise employees⁽²⁾
- ◆ 829 employees on work-study contracts⁽³⁾

Our challenges

- ◆ Career, jobs and skills management
- ◆ Creation of permanent jobs
- ◆ Quality of life and well-being at work
- ◆ Social dialogue
- ◆ Health and safety of employees
- ◆ Fair and transparent remuneration system

(2) Average annual workforce
(3) Scope: Telecoms and Media

ENVIRONMENTAL CAPITAL

Our resources

- ◆ 1,125 GWh of energy consumed
- ◆ 1,544 tonnes of Waste Electrical and Electronic Equipment⁽³⁾

Our challenges

- ◆ Climate change mitigation Climate change adaptation
- ◆ Resource consumption and digital sobriety
- ◆ Limiting waste and pollutants Ecodesign and circular economy
- ◆ Biodiversity and ecosystems

(3) Scope: Telecoms and Media

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 in 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

7,103 permanent hires⁽¹⁾

More than 1.4 million hours of Happy

Trainees training since 2018
on its Telecoms 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

2nd largest French telecom operator

3rd largest private media group in

France⁽¹⁾ Top 5 largest outsourcers

in France 27 million Telecoms customers

7,000 municipalities covered by 5G

170 customers supported by Intelcia⁽²⁾



Creating value for our investors

The group ensures economic growth that benefits its 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.

KEY FIGURES

€11,378.3 m Turnover

€936.9 m Investment in Networks



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

(2) On its French-speaking market

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

355 CSR supplier assessments 1,073

1 073 projects
supported by the SFR Foundation

€1m
donated to partner associations by the SFR Foundation

2,406 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

2,32 tonnes of CO₂⁽¹⁾
per employee

PUE of 1.4
for the latest generation of data centres

Over 90 % of the group’s energy consumption
is ISO 50001 certified



Creating value for institutions

ARCEP, CNIL, ANSSI, ADEME, ARCOM, 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

The Altice France group built a materiality matrix in 2022, an essential tool for managing its performance. The basis of the Altice France group's strategy, it includes several levels of analysis, including the essential level of CSR risks. Throughout this study, the Altice France group, accompanied by the specialist firm Goodwill Management, carried out consultations with its managers, directors, employees and external stakeholders, such as its customers, partners and suppliers. These discussions helped to highlight the most significant issues for the company's activity as well as the expectations and concerns of internal and external stakeholders. Through the results of this study, the group was able to analyse 30 issues arising from the ISO 26000 standard and define its priorities for action.

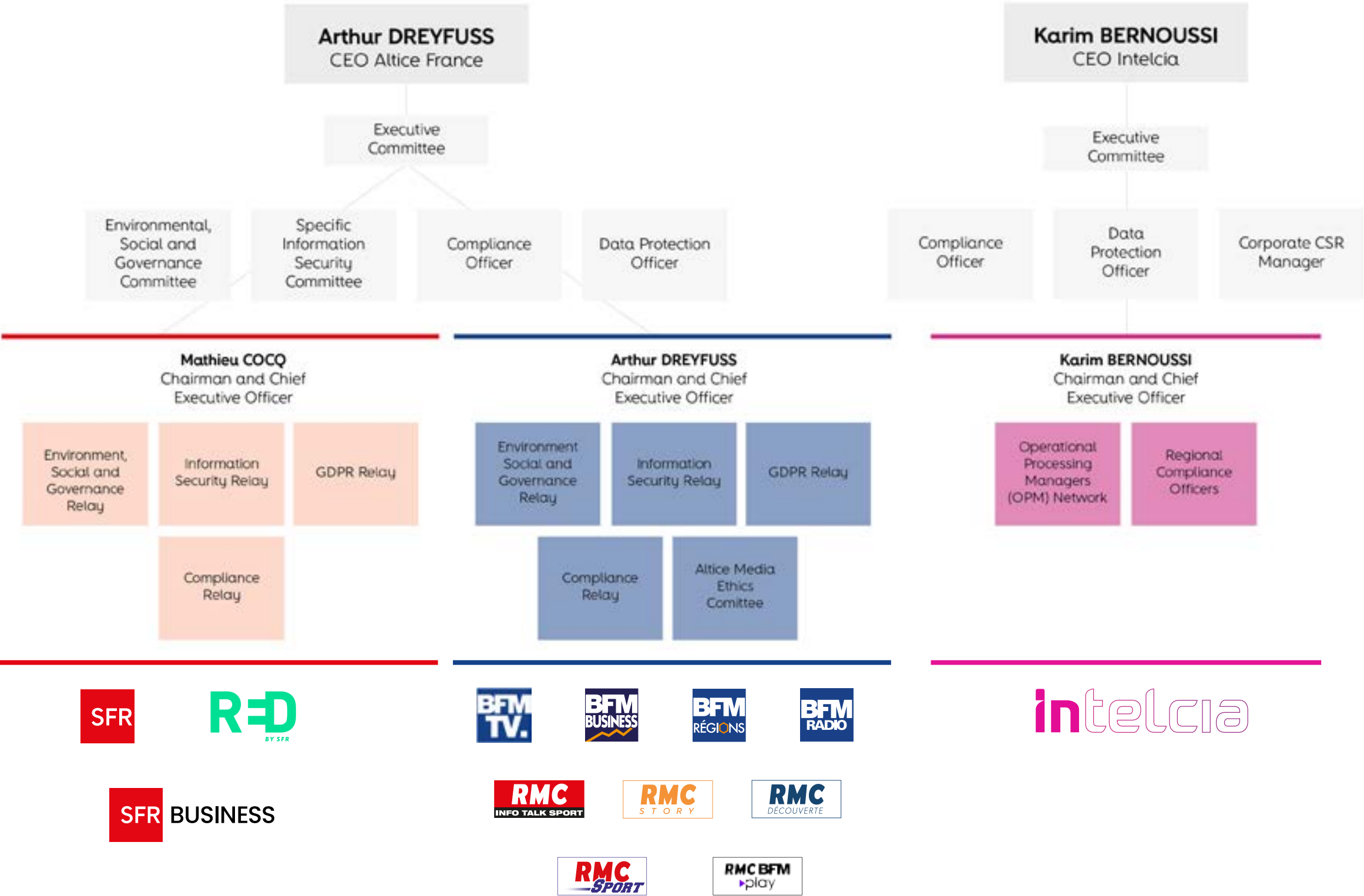
ISO 26000 PRINCIPLES	RISKS	PARAGRAPHS OF THE NFPS DETAILING THE POLICIES AND PROJECTS IMPLEMENTED, RESULTS AND PERFORMANCE INDICATORS	KEY ISSUES OF THE MATRIX	PRIORITIES RESULTING FROM THE MATERIALITY MATRIX
Responsible and sustainable governance	Business continuity	Business model Ensuring first-class Internet access for all Developing innovative services for our customers and partners	Risk management and business continuity Transparency and respect for commitments to customers	2
	Responsible strategy	Business model	Responsible strategy	2
	Stakeholder relations	Business model A pragmatic social dialogue Building respectful and balanced relationships	Dialogue with stakeholders	2
Environmental protection	Climate change	I'm moving forward with Altice («J'avance avec Altice»), a global and concrete plan for the ecological transition Contribute to the fight against Climate Change and the Energy Transition	Climate change mitigation (GHG emission reductions) Adaptation to climate change	1
	Biodiversity	Preservation of biodiversity	Biodiversity and ecosystems	3
	Circular economy	Towards a circular economy: eco-design and waste minimisation Promotion of responsible consumption: raise awareness of environmental issues among our employees, partners and customers	Ecodesign and circular economy Resource consumption and digital sobriety Responsible consumption and customer awareness Limitation of waste and pollutants (air, soil, water, etc.)	2
Individuals' rights	Information Security and Data Ethics	Information security within the Altice France group	Data protection, security and confidentiality Customer health, safety and security	1
	Human rights and fundamental freedoms	Business model Attract talent and integrate young people into the group Professional equality: ensuring equality between women and men Supporting the employment of people with disabilities Creating an ecosystem of committed suppliers Building respectful and balanced relationships	Respect for people's rights in the value chain Diversity, equal opportunities and non-discrimination	2
Customer interests	Quality of products and services	Ensuring first-class Internet access for all Develop innovative services for our customers and partners Make services accessible to all	Customer satisfaction and quality of products and services	1
	Innovation	Ensuring first-class Internet access for all Developing innovative services for our customers and partners	Product innovation	3
	Digital inclusion	Easier access and use of digital technology Digital technology accessible to all with LaCollecte.Tech	Accessibility of offers to as many people as possible	4
Responsible working relationships and conditions	Employability & stability	Development of employee skills to support the innovations of today and tomorrow A pragmatic social dialogue	Creation of sustainable jobs Social dialogue	3
	Talent Management	Attract talent and integrate young people Living well together Work organisation and remuneration within the Altice France group	Fair and transparent remuneration system Quality of life and well-being at work Health and safety of employees Career, jobs and skills management	2
Local development and investment in local communities	Investment in local communities and creation of shared value	The Altice France group, a committed player on a daily basis	Economic and social development of the territories where it operates Support for social, solidarity or environmental projects of general interest	3
Business ethics and fair practices	Business ethics	A strengthened responsible purchasing policy Building respectful and balanced relationships Zero tolerance for corruption and influence peddling	Responsible purchasing Sustainable supplier relations Fair competition and intellectual property Prevention of corruption	2

Governance of the Altice France group

The Altice France group has set up governance systems at the highest level to ensure performance, compliance with national, European and international regulations as well as data protection in each of its activities. This governance aims to ensure that the principles of accountability and transparency are respected, that the interests of internal and external stakeholders are taken into account and that human rights and the environment are respected.

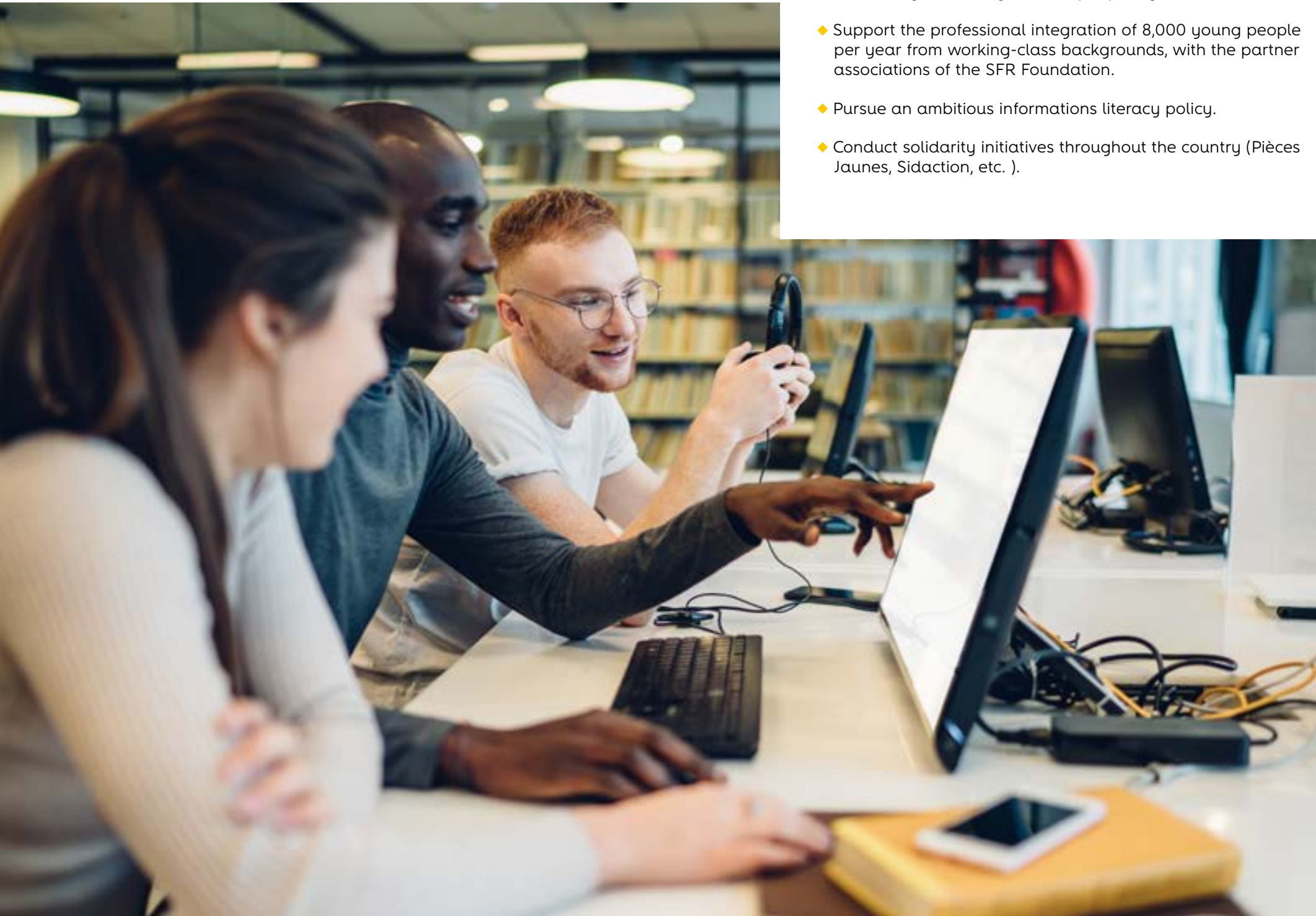
In 2022, these governance mechanisms were supplemented by the establishment of an Environmental, Social and Governance (ESG) Committee responsible for defining and monitoring the implementation of the group's strategic orientations in terms of sustainable development. This new governance structure is managed by the General Secretariat of the Telecoms and Media divisions through Marie Lhermelin, Deputy General Secretary, Director of Commitment and Engagement and Antoine Delamaire, Director of Risk Management and Legal Obligations, and for Intelcia through Nadia Ben Bathane, Director of Brand and Commitment.

This body aims in particular to better take into account stakeholders' expectations in the CSR policy, supported at the highest level by the Executive Committee. The dual materiality matrix, which will be completed in 2022, will ensure that the interests of the various stakeholders are taken into account and prioritised in order to guide the definition of the group's strategy. This new governance component is supplemented by local committees for each of the ESG pillars, on which the various operational stakeholders sit.



Sustainable Development Strategy

Altice France a committed actor



AMBITION #1

Make digital an opportunity for all as a factor of inclusion

Act in favour of digital inclusion and equal opportunities and make employee engagement an accelerator for solidarity initiatives.

- ◆ Develop digital inclusion in the regions by equipping, connecting or training 100,000 people by 2025.
- ◆ Support the professional integration of 8,000 young people per year from working-class backgrounds, with the partner associations of the SFR Foundation.
- ◆ Pursue an ambitious informations literacy policy.
- ◆ Conduct solidarity initiatives throughout the country (Pièces Jaunes, Sidaction, etc.).

AMBITION #2

Make digital an accelerator for talent

Make diversity a vector of performance, motivation and development for the company and its employees and thus act in favour of equal opportunities.

- ◆ Promote the employment of young people and support them in building their professional future: recruitment of 1,000 work-study students/year and 1,000 young people by 2025.
- ◆ Promote gender equality (recruitment, career development); work-life balance and fight against gender stereotypes.
- ◆ Support the integration and retention of persons with disabilities.
- ◆ Maintain the employability of our employees and their professional development.

AMBITION #3

Make digital technology an ally of the ecological transition

Reduce the environmental impact of the company’s activities and work towards a digital environment that serves the ecological transition.

- ◆ Reduce greenhouse gas emissions by 40% by 2030 compared to 2022.
- ◆ Achieve Net Zero Carbon by 2050.
- ◆ Participate in the development of digital services useful for the preservation of the environment (IT for Green).
- ◆ Become a player in the circular economy through repair, reuse, reconditioning and recycling.

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 quality and accessibility for each of its services and to enable everyone to benefit from the latest innovations. Thus, SFR was elected Customer Service of the Year 2023 in the category Communicating Solutions for Individuals. This victory rewards the in-depth work carried out over the past few years by the Customer Service teams in terms of training, tools and work organisation.

Ensuring first-class Internet access for all

I. Via a mobile network

Deployment of a high-performance 5G 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 allows 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 2022, more than 60% of the French had access to a 5G network thanks to SFR.

The results of the annual survey conducted by the French regulatory authority for electronic communications, postal services and press distribution (Arcep) confirm the ambition of the Altice France group to offer its customers the best network quality. These results attest to the performance of the SFR network, which has improved compared to 2021, and in particular enables the group to be the 2nd best operator in terms of 4G and 5G download speeds. In terms of voice/SMS usage, SFR is in 1st or 2nd place depending on the region. Finally, in terms of quality of service for voice usage, SFR performed well throughout the country, achieving 94% 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. The following commitments were made:

- ◆ Generalisation of 4G on all mobile networks: equip all mobile sites with 4G ;
- ◆ Targeted coverage: improve coverage in a localised manner to meet the needs identified by public authorities ;
- ◆ Coverage of transport routes: cover the main road and rail routes to enable everyone to communicate while travelling ;
- ◆ Progressive improvement of the quality of mobile networks: raise the standard of requirements for mobile coverage obligations and bring transparency to sites that are down or under maintenance ;
- ◆ Indoor coverage: provide additional solutions to enable everyone to communicate inside buildings ;
- ◆ Development of fixed 4G: provide a fixed service thanks to 4G to provide additional coverage to fixed networks.

With regard to the targeted coverage mechanism, deployments continue to progress: 1,008 new multi-operator 4G masts were built and commissioned by the end of 2022.

Regarding the generalisation of 4G, SFR has reached the overall objective of upgrading its customer base to 4G by the end of 2020. 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 93.4% 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 was to obtain 4G coverage by the end of 2020 in outdoor mode and by January 2022 in in-car mode. These objectives have been achieved and SFR continues to extend its coverage beyond the initial objectives, always with the aim of offering the best quality of service to its customers.

II. Via a fixed network

Fibre for all

The Altice France group is also continuing to invest in fixed networks, particularly very high speed via its FTTH⁽¹⁾ 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 in French residents the best possible access to services and to fight against digital exclusion.



Nearly 5.3 million new FTTH/FTTB connections ⁽²⁾ marketable (at the end of December 2022)
7,202 new municipalities eligible for fibre. (i.e more than 21,570 municipalities in total by the end of December 2022)

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 their subcontractors, an exceptional level of fibre deployment was achieved in 2022. XpFibre, a subsidiary of the Altice France group, has deployed nearly 5.3 million fibre optic connections in more than 7,200 cities and towns. With more than 1 million homes and business premises made eligible over the last two years, 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, who have made massive use of teleworking since the health crisis.
- ◆ 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 Zones (ZIP), SFR and XpFibre continue to be the preferred partners of local authorities, now being present in all departments of metropolitan France via Public Service Delegations (DSP) or Calls for Local Commitments (AMEL).



In total, more than 31 millions eligible outlets (FTTH/FTTB) in France (at the end December 2022)

E-: pooling efforts to improve fibre deployment and user experience

In order to guarantee the quality of fibre interventions, the operators, in consultation with Arcep, have decided to implement an exchange platform standardised by the Interop’Fibre group and called «E-intervention».

This solution allows for near-real-time reporting of interventions made on a shared point in order to quickly detect disconnection problems after a technician has passed through. The information relating to these interventions is aggregated in a database, traced and shared between the infrastructure operator and the commercial operators who market the FTTH lines at the distribution point.

SFR is one of the first infrastructure operators to have put into production the first stage of this project, which consists of establishing a history of the start and end of operations carried out by the commercial operators on its infrastructure.

This project will result in improved quality of service through more efficient deployment and faster problem detection.

(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 certi-

fication 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.

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 if there is when handling customer contacts. This helps to empower teams and improve the customer experience.

II. Advertising space for local advertisers on BFM's regional channels

In 2022, the BFMTV network was extended to Alsace and Normandy, bringing the number of local channels to 10 (Lyon, Grand Lille and Grand Littoral for the Lille region, Marseille-Provence, Toulon-Var, Nice-Côte d'Azur, D'ICI, Alsace, Normandy, Paris-Ile-de-France).

In order to combine quality of service and innovation, the Media division of the Altice France group launched in May 2022 an advertising space purchasing platform dedicated to local advertisers. This platform is aimed at associations, craftsmen, shopkeepers, Very Small Enterprises (VSEs) and Small and Medium Enterprises (SMEs) who wish to promote their products and services via the TV or digital channels of the regional BFMs. In a few steps, this innovative and practical tool allows you to :

- ◆ choose your geographical area of distribution ;
- ◆ define your budget and communication period ;
- ◆ enefit from personalised support to produce your advertising video, if it has not already been produced ;
- ◆ be contacted again within 48 hours after order has been finalised.

This simple, accessible and personalised solution democratises and facilitates access to advertising for local players. It contributes to the dynamisation of the regional entrepreneurial fabric.

III. SFR Business' LTE-M network, 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. The first operator to offer NB-IoT (Narrow-Band Internet of Things) for connected objects in France, SFR Business is adding LTE-M (Long-Term Evolution for Machines) to its range of cellular IoT connectivity solutions. Thus, SFR Business provides a sustainable and complete response to all the use cases of the Internet of Things.

LTE-M technology will therefore strengthen SFR Business' low-speed network offering and meet, for example, needs requiring larger data exchanges or real-time monitoring of objects used in mobility. Deployed on SFR's existing 4G network, SFR Business' LTE-M technology enables strong authentication and encryption mechanisms for LTE SIM cards to ensure optimal reliability and security of customer data transiting on SFR networks. In France, SFR's LTE-M network will cover more than 98% of the population by the end of 2022. Roaming agreements are planned with foreign operators in order to provide customers with international coverage.

The environmental impact of the Internet of Things is growing rapidly, due to the increasing use of connected objects. However, this impact can be limited through eco-design actions and by favouring the most energy-efficient technical solutions. The Internet of Things also contributes to the ecological transition by making it possible to optimise certain systems, particularly by monitoring data in real time (temperature, energy consumption, lighting, etc.). Thus, LTE-M technology is characterised by its low energy consumption due to optimised network loads, which is particularly important for self-powered objects.

By making LTE-M technology available to its customers, SFR Business is supporting them in the development of their connected object ecosystems and strengthening its status as a major player in the Internet of Things.



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.

I. A dedicated After-Sales Service for the deaf and hard of hearing with Samsung Electronics Morocco

This service has been available since 2021 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 strategy for the inclusion of people with disabilities.

II. Accessibility of digital services

A pioneer in the accessibility of digital services, SFR has made its customer relations accessible to the deaf and hard of hearing since 2010 through its partnership with Deafi.

Deaf video advisors provide a relationship with customers in writing using a chat facility or in French sign language via webcam. In 2022, Deafi handled 11,263 calls.

Since 1997, Handicapzéro has been working with SFR to develop devices adapted to the needs of blind or visually impaired subscribers by publishing documents in Braille or enlarged characters. In 2022, Handicapzéro published more than 15,000 documents in Braille or enlarged invoices.

III. 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 autumn 2021, an additional Braille-based communication modality has been made available to deafblind people. Similarly, 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.

IV. Evolution of media accessibility

Altice Media has continued to improve the accessibility of its programmes, in subtitles or French sign language, as with the major electoral events of 2022 (presidential and legislative elections) on BFMTV.

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



MARIE LHERMELIN
Deputy General Secretary Altice France
Director of Group Engagement

« Altice France is convinced that companies are the primary actors in the transformation of society, which is why strong commitments have been made for more than 20 years already. Today, Altice France is more than ever mobilised to carry out local actions and help meet the many challenges we must collectively face. Promoting equal opportunities, fostering diversity, making the digital world a tool for inclusion for all, innovating so that new technologies serve the environment: these are the commitments that condition the group's decisions and shape the way we work. It is essential for a group such as Altice France to set an example and show determination in order to encourage other players to follow our example. »

« Intelcia's CSR policy continues to be guided by our mission to have a positive impact on people and territories. We are committed to making sense of our business, maintaining our standards of excellence and growing with our employees and suppliers, while limiting our externalities, particularly with regard to the environment. We are continuing with all our previous projects and have also initiated new strategic projects this year that demonstrate our commitment, such as the launch of an ethics whistleblowing platform and the progressive measurement of our greenhouse gas emissions in all our countries. CSR is becoming increasingly embedded in Intelcia's various businesses, and we are moving towards full integration. »



NADIA BEN BAHTANE
Brand and Commitment Director
Intelcia

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

CHALLENGES	TELECOMS DIVISION	MEDIA DIVISION	INTELCIA	KEY PERFORMANCE INDICATORS	2021	2022
Investment in local communities and creating shared value	✓	N/A	N/A	Number of projects supported by the SFR Foundation since 2006	1,043	1,073
	✓	✓	✓	Total number of employees hired	984	2,406
	✓	✓	N/A	Number of hours of skills sponsorship	355 hours	366 hours
	✓	N/A	N/A	Amount of financial sponsorship	1 million Euros	1 million Euros

N/A : Not applicable; N/D: Not 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. These divisions have thus focused their efforts on equal opportunities, the promotion of diversity and finally digital inclusion.

They have made it a point of honour to promote the professional integration of people from disadvantaged backgrounds. In 2022, 22,996 people were assisted thanks to the support of the SFR Foundation and the mobilisation of the group’s employees. The SFR Foundation has forged partnerships with associations whose work is recognised in the field of integration, such as Sport dans la Ville, La Cravate Solidaire and Rêv’Elles.

In addition, the Media division promotes diversity within its channels through several initiatives, such as the highlighting of testimonials presenting inspiring career paths 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 connectivity 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 2022.

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 2,100 Intelcia employees were mobilised in 2022 at all sites in the various countries.

The objectives of the Altice France group

CHALLENGES	TELECOMS DIVISION	MEDIA DIVISION	INTELCIA	OBJECTIVES	2021	2022	TEN- DANCE
Investment in local communities and creating shared value	✓	✓	N/A	Help 10,000 people a year to achieve professional success through the support of associations	19,353	22,996	↗
Digital inclusion	✓	N/A	N/A	Equip 2,000 people a year thanks to SFR donations for LaCollecte.tech	3,286 items of equipment donated	More than 3,400 items of equipment donated	→
	✓	N/A	N/A	Open 16 Emmaüs Connect digital solidarity spaces between 2021 and 2025	25 %	25 %	→
	✓	N/A	N/A	Equip, connect and train + 100,000 people by 2025 with Emmaüs Connect	64 %	87 %	↗

N/A : Not applicable; N/D: Not disclosed; N/C: Non-consolidated



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. Equal opportunities and professional integration

Promoting professional integration with La Cravate Solidaire



La Cravate Solidaire, a partner association of the SFR Foundation for the past three 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 2022, for two weeks, a national collection of business clothing was organised at nine SFR sites: in the Paris region, Aix-en-Provence, 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.

770 kg
of clothing collected in 2022



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 59 sports centres have helped to promote the social and professional integration of 9,500 young people aged between 6 and 25. The SFR Foundation renewed its support in 2022 to promote equal opportunities through sport and to encourage the professional integration of 2,500 girls through the L Dans La Ville programme.

In 2022, more than twenty young people aged 14 to 18 from the association were welcomed to the Altice Campus to enable them to discover the world of business. Some had the opportunity to talk to SFR employees about the specificities of their job and discovered the world of the media with a visit to the group's studios. While the young people from Lyon in the Sport dans la Ville «Sports Commentators» programme had an immersive experience at RMC Sport, including a long discussion with a specialist journalist from the channel. The commentator shared his experience, his passion for the sport as well as tips on how to commentate a match on radio and television.



Nos Quartiers ont du Talent: a professional mentoring programme for young graduates



For the past six years, the Media division has supported Nos Quartiers ont du Talent (NQT), which offers a job placement scheme for young graduates from disadvantaged backgrounds. Since October 2021, the group has also been supporting the association's entrepreneurship programme to enable 100 young people to be supported for 3 years. In this context, NQT has already organised the 2nd «hub entrepreneurs» within the Altice France campus in July 2022. A dozen young entrepreneurs were coached by experts on their marketing, communication, legal and financial strategy. They then took part in a pitch competition before a jury. The winner of this second edition was able to benefit from a report on BFM Business as well as a financial grant to help develop their project.



Le Collectif pour l'Emploi : uniting around a common cause

Le 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.



The Parcours Ecole-Entreprise: 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, Les Idéateurs interconnect school and business. The aim is to help all young people with potential grow through the Mini-Entreprises Parcours Ecole-Entreprise programme, which was created by 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.



28 secondary schools involved
16 mentors
543 young people supported

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 SFR Foundation have joined forces with BFM Business and RMC Story to create a TV and digital programme of testimonials presenting inspiring career paths.

7 life stories

« Exemplaires » :
Portraits inspirants, in partnership
with the Fondation SFR - YouTube



The second season of this programme presents 7 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 2022, the association accompanied 252 new beneficiaries and 245 alumnae thanks to the support of the SFR Foundation. Through this partnership initiated 5 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

2022, a « Rêv'Elles Moi SFR » day was organised the Altice France group campus for beneficiaries in the Île-de-France region. A total of 19 female «Role Model» employees were involved throughout the year to present their career paths, inspiring and guiding these young girls.



SANDRINE PINCIN
Head of Service Network
and Service Department

« Thanks to this commitment I realise that we give a lot, but in fact we receive a lot. It really brings a lot of pride to pass on advice, encouragement to these Zone de texteFormeZone de textegirls and see them flourish. Participating in these exchanges with them is also very inspiring for me because it opens up the field of my own possibilities and also gives me hope because these young girls are so motivated that they give me a lot of hope for the future. »



See Sandrine Pincin's
testimony



II. Mobilising employees and customers for equal opportunities

Sponsorship of an association

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 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 schemes, including the Citizen Support Fund, which allows employees to sponsor an association project. 1,030 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 modest backgrounds, support for people in vulnerable situations (precariousness, disability, etc.) or the fight against

all forms of discrimination. Among the 55 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 Les Chiens guides d'aveugles d'Île-de-France, Accès-Cité and the Maison Familiale Rurale St Symphorien-Hédé, which thus 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 18 years, 1,725 young mentees have been individually supported by nearly 1,508 committed SFR employees. In 2022, thanks to the support of the SFR, 1,125 young people aged between 16 and 25 were followed by the association.

In 2022, Article 1 will continue to develop its DEMA1N.org platform, which democratizes mentoring, 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 SEU (social and economic unit) can devote between 2 and 8 days per year to one or more associative actions. For employees at the end of their careers, they 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 4,000 missions available. In 2022, more than 2,160 employees were registered on the platform more than 240 solidarity actions were carried out.



- + 240 solidarity actions
- + 2,160 employees registered
- + 4,000 missions aivalable

Involving customers in our commitments

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 €39,700 was donated to Emmaüs Connect in 2022. 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

RMC Story 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 and 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 broadcasting of a short weekly programme entitled «Engagez-vous», in favour of social cohesion and diversity on French territory.



« Engagez-vous » programme on RMC story presented by Aïda Touihri



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.





BFM and RMC are partners of La Chance, preparatory classes for journalism school competitions. This free 8-month training course is reserved for students with scholarships, 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 2022, thanks to the group's support, 73% of the students were admitted to the journalism school competitive exams and more than 2 out of 3 students entered a recognised journalism course.

SFR has been a partner of Mozaïk RH and its Foundation for 10 years, which works against discrimination in employment.

Since its launch in 2018, the SFR Foundation has supported the inclusive platform «Mozaïkstalents.com». 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. In addition to the financial support of the SFR Foundation, the group's branches are regularly mobilized to highlight the actions developed by Mozaïk RH: participation in broadcasts, relaying major annual public awareness campaigns, etc. Finally, the group is a partner of the movement for economic inclusion initiated by the Mozaïk Foundation in April 2022 and took part in the Economic Inclusion Summit held on 29 November at Bercy (participation of Arthur Dreyfuss, Chairman and CEO of Altice France, in a round table on the challenges of diversity for a company, running a workshop presenting our businesses, meeting young talent with Arnaud de Courcelles, CEO of BFM Business, etc.).



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 Telecoms and Media divisions are working to ensure that everyone has the opportunity to access health services. In 2022, 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 more than 10 years, notably with the support of the Pièces Jaunes operation, repeated every 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. The Pieces

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 addresses the needs of adolescents with chronic diseases who are moving from a paediatric medical system to adult medical treatment.

La Maison Des Adolescents: a space for young people suffering physical and psychological pain

Thanks to an exceptional mobilisation in 2022, SFR was able to collect €120,000 and participate in the renovation and extension of the premises of the Maison Des Adolescents 13Nord in Salon-de-Provence. Every year, this association accepts young people between the ages of 11 and 25 who are suffering physically and psychologically. The objective of the MDA 13Nord is to support, guide and take care of young people exposed to risk situations and their adult entourage, as well as to carry out collective prevention actions for young people.



Pasteurdon.fr

Altice Media’s channels are partners of the Institut Pasteur. Every year, they support the Pasteurdon campaign by broadcasting fundraising campaigns to defend medical research.

For this 16th edition, 6 journalists from the group have been mobilised as sponsors to raise public awareness of these issues.

More than 20 years of commitment to Sidaction

The Altice France group is committed to Sidaction. For the past 22 years, SFR has been providing Sidaction with telecom infrastructure and services to route donors’ calls to the various telephone reception centres set up 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 can also independently consult traffic statistics and the times when calls are made.



For the second consecutive year, 62 volunteers employees of the Altice France group took calls from home, from 8 p.m. to midnight. SFR had to change the reception structure of its call centre, which was usually held on its premises.

The channels BFMTV, RMC, RMC Découverte and RMC Story got involved by broadcasting the appeal for donations free of charge, as well as the advert featuring the sponsors of this 2022 edition.

Intelcia is committed to health and the fight against breast cancer



In France, Intelcia supported Courir en Ardenne. This cultural association organises the annual Foulées Roses du Sedan-Charleville solidarity race which aims to support the fight against breast cancer. Part of the collections is donated to the Departmental Committee of the League Against Cancer for the benefit of the screening awareness campaign. In 2022, 60 employees participated in this race.

In Côte d’Ivoire, Intelcia financially supported the Ivorian League for the Fight Against Cancer (LICC).

Another highlight was Nadia Ben Bahtane, Brand and Engagement Director at Intelcia, who swam several kilometres in the Agadir region, in partnership with the Ruban Rose association, which also fights breast cancer. This feat, never before achieved and widely applauded, was carried out for the campaign «Swimming against cancer». The action has continued since then under the name «Pink Wave».

More generally, Intelcia works with players active in the healthcare sector in the areas where it operates. Among other actions, a blood donation campaign was organised in Senegal in collaboration with the National Blood Transfusion Centre.

commitment at the heart of the territories and serving communities

Intelcia is unique in that it is present in nearly twenty 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 the local communities, Intelcia is involved in many actions to support their structures in various fields: health, education, vulnerabilities, etc. The group supports both one-off measures requiring emergency sponsorship and long-term partnerships. Intelcia’s particularity lies in the fact that it involves its employees in its actions, and favours the initiatives that they put forward.



In Morocco, Intelcia has supported associations such as Tifaouine, Azghart and SOS Children's Villages, in order to distribute food baskets and blankets and to transfer the donations made by its employees to vulnerable populations in disadvantaged regions. Similarly, in Madagascar, Intelcia carried out a campaign to distribute baskets of basic necessities and a campaign to distribute hot meals during the winter to help people in precarious situations.

Intelcia is also involved with the Ndir Lkhir association in Morocco, which aims to help the most disadvantaged people in the social, educational and medical fields, within the framework of the «Dari B7al Nass» project (which literally means «to have a home like everyone else»). This project supports families in need, particularly those living in substandard housing or in remote areas, to access decent social housing. It supports the employability of the parent(s) and helps with the children's schooling. Intelcia supported this association by creating a web platform for collecting donations.

Finally, as it does every year, Intelcia participated in the PIES school football tournament in Senegal. The commitment of Intelcia's employees enabled the formation of 5 teams. The participation fees for this tournament made it possible to enroll 5 underprivileged children in school.

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. This commitment strengthens the local fabric and creates indirect employment.

Intelcia is a partner of KEZAKOO, a social enterprise working in education. It supports the association in its customer relationship management system by setting up tools and satisfaction surveys.



Intelcia also continues to support Moroccan Magic. This association is an umbrella organisation for some sixty cooperatives and artisans in different regions of Morocco and helps them with their digital marketing strategy. In 2022, Intelcia and Moroccan Magic teams collaborated to :

- ◆ update the graphical interface of the cooperatives' online sales platform ;
- ◆ the refinement of the design and the creation of a new logo ;
- ◆ Formelaunch marketing campaigns on social networks, including the design of an institutional video and photo shoots.

In doing so, Intelcia is contributing to efforts to increase the economic independence of these cooperatives, many of which are made up of women.

Boost the local fabric

In terms of education, Intelcia Morocco paid the premium subscription of 100 baccalaureate students with KEZAKOO, a social enterprise that operates in education throughout Morocco, via a platform of support courses and videos for secondary school students. This subscription gave them access to different support courses in different subjects. The survey of these 100 baccalaureate students showed an increase in grades between the 1st and the 2nd semester of 1.85 points.



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 mobile telephony and the 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 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 makes solidarity equipment available in its 13 solidarity spaces. The association also provides support for the acquisition of essential digital skills. »



« The health crisis has highlighted the urgency of combating digital and social exclusion. Citizens and actors on the ground need to be made aware Zone de texteso 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, we are carrying out ambitious digital inclusion projects 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 makes solidarity equipment available in its 13 solidarity spaces. The association also provides support for the acquisition of essential digital skills.

In 2022, 1,252,066 GB and 172,632 prepaid top-ups were offered to enable the most disadvantaged to access the Internet and essential services (administrative procedures, employees, etc.).



Digital solidarity spaces

The Emmaüs Connect Paris Sud - Maison Blanche space, located in the 13th arrondissement, was renovated in 2022. The association’s drop-in centres give people in digital poverty access to computer equipment and support in using it. In total, over 135,000 people have been helped since Emmaüs Connect was created, including 23,044 in 2022.

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. 375 structures have already joined the scheme and 7,500 people have benefited from free support which has enabled them to acquire a minimum digital literacy: 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 digital technology. As the first private donor, SFR has committed to donating unused computer equipment (computers, monitors, accessories, etc.) every year to support this project at the heart of the circular economy with a triple social, environmental and economic impact. In 2022, this donation amounted to more than 3,400 items of equipment, 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 partner associations, so that people in a situation of digital poverty can be equipped in turn.

LaCollecte.tech

A digital emergency plan for Ukrainian refugees

In 2022, SFR and Emmaüs Connect set up an emergency scheme for Ukrainian refugees. Solidarity connection kits were provided free of charge to enable them to phone their relatives and be connected to the Internet to follow the situation on the ground. These digital emer-

gency kits were distributed by Emmaüs Connect in its solidarity spaces which cover the whole of France and by its association partners. In total, more than 500,000 GB of data were donated by SFR.



The SFR Foundation and Emmaüs Connect got involved on board Corsica Linea's ferry «Le Méditerranée» to help Ukrainian refugees :

- ◆ 1,600 Ukrainian refugees welcomed on board the company's ship for two months ;
- ◆ 800 digital emergency kits, consisting of SIM cards and Internet data, distributed on board the ferry ;
- ◆ distribution of documentation translated into Ukrainian and Russian to families on board.

Training in digital professions for vulnerable groups

As part of its legal obligation to revitalise territories, in 2022 SFR supported several associations working for the development of an inclusive and supportive digital environment. In order to facilitate the professional and social integration of vulnerable groups, training in digital professions and in the profession of Data Centre technician is provided by Simplon and Les Plombiers du Numérique respectively. The associations support the beneficiaries until they are hired, in particular by putting them in touch with local companies. Thanks to SFR's support, 98 people participated in one of these pre-qualifying courses and 73 of them were subsequently hired.

SIMPLON
.CO



Actions at the heart of the regions with WeTechCare



Watch the webinar



WeTechCare, co-founded by the SFR Foundation, fights to reduce the digital divide by enabling everyone to support people in difficulty. Through its platform Les-BonsClics, the association provides information on the challenges of digital inclusion and provides caregivers with content to train themselves on the essential skills to be passed on.

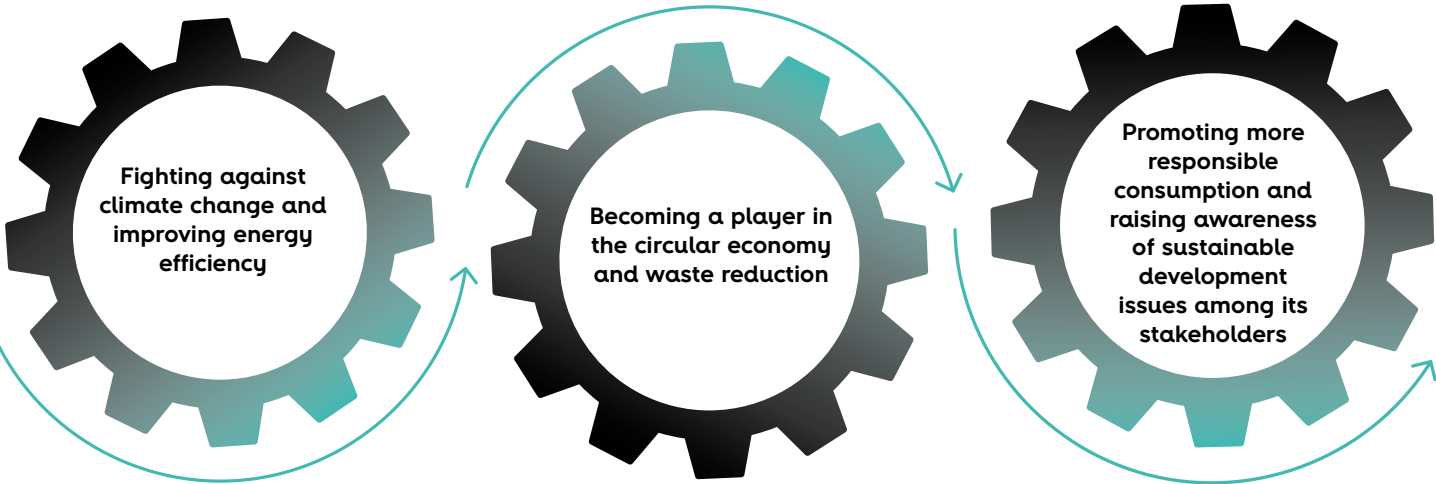
SFR and WeTechCare have been supporting public service operators, local authorities and social inclusion actors in their digital inclusion strategy for the past five years. Thus, SFR and the association regularly organise webconferences to help regions to take digital inclusion into account in their public policies.

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 report of the Intergovernmental Panel on Climate Change (IPCC) in the summer of 2021, the various COPs⁽¹⁾ and the increase in the frequency of extreme climatic events in 2022, are all factors that will increase global awareness of these issues.

Due to its extensive geographical presence and its status as a major digital player in France, the Altice France group strengthened its environmental commitments in 2022. To this end, it has developed its environmental policy across all its business lines, through three strategic challenges :



(1) COP : Conference of the Parties

Key performance indicators

CHALLENGES	TELECOMS DIVISION	MEDIA DIVISION	INTELICIA	KEY PERFORMANCE INDICATORS	2022
Climate change	✓	✓	✓	Energy consumption Scope 1	34 GWh
	✓	✓	✓	GHG emissions ⁽¹⁾ Scope 1	14,445 t.CO ₂
	✓	✓	✓	Energy consumption Scope 2	1,120 GWh
	✓	✓	✓	GHG emissions ⁽¹⁾ Scope 2	53,075 t.CO ₂
	✓	✓	N/D	GHG emissions ⁽¹⁾ Scope 3 ⁽²⁾	75,520 t.CO ₂
	✓	N/A	N/A	Annual reduction in electricity consumption in relation to customer use	12 %
	✓	✓	✓	GHG emissions ⁽¹⁾ per employee ⁽³⁾	2,32 t.CO ₂
	✓	✓	✓	Share of renewable energy in electricity consumption	8 %
Circular economy	✓	✓	N/D	Recovery rate of waste electrical and electronic equipment	96 %
	✓	N/A	N/A	Share of reconditioned boxes	99 %
	✓	N/A	N/A	Share of sales resulting in recovery of a mobile phone	30 %

N/A : Not applicable; N/D : : Not disclosed; N/C : Non-consolidated
(1) Greenhouse gases
(2) In 2022, Scope 3 includes consumption of boxes and decoders at customer sites, business travel, supply chain transport and Scope 3 energy.
(3) Scopes 1 and 2

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, through 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 environmentally friendly telecom 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 its environmental performance.

Among the measures implemented by the Telecoms and Media divisions to promote a more responsible digital environment, innovative services have been developed to enable their customers to reduce their environmental impact, and an energy-saving plan was deployed in 2022 along with a broad campaign to raise awareness of responsible digital citizenship.

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 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.

The objectives of the Altice France group

CHALLENGES	TELECOMS DIVISION	MEDIA DIVI- SION	INTELCIA	OBJECTIVE	2021	2022	TREND
Climate change	✓	✓	N/A	Reduce GHG Scopes 1 and 2 emissions by 50% by 2030 compared to the reference year 2020 ⁽¹⁾	-15,01 %	+18,60 %	↗
	✓	✓	N/A	Contribute to carbon neutrality by reducing or offsetting all Scopes 1 and 2 emissions by 2040 ⁽¹⁾	-15,01 %	+18,60 %	↗

N/A : Not applicable; N/D : Not disclosed; N/C : Non-consolidated
(1) the 2021 values have been corrected compared to the values published in the 2021 NFPS, following a strengthening of internal control

Intelcia’s environmental policy

The Intelcia Group’s environmental approach has been structured and has been growing for several years. In 2021, the identification of best practices adopted by its sites on three continents and the desire to standardise them gave rise to the Intelcia Eco-responsibility Charter, signed by its Top Management.

This charter sets out the objectives of the Altice France group by adapting them to Intelcia’s activities and its rapid geographical expansion. In order to implement the ambitions of the Eco-responsibility Charter on all its sites, the Intelcia Group carried out, also in 2021, a complete overhaul of its General Resources department.

In 2022, in line with this approach, a generalised reporting process was developed and implemented throughout the Intelcia Group in order to monitor performance in relation to the objectives of the Eco-responsibility Charter.

Finally, in 2023, Intelcia plans to carry out its greenhouse gas assessment and expand its network of partners working on better waste management, a key issue on the African continent. The sectors acting for the circular economy y are still underdeveloped and sometimes made inaccessible by their price, or by the infrastructures that do not always exist in the countries of implementation.

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 fight against Climate Change and in favour of the Energy Transition

I. Low Carbon Policy

While it offers opportunities to reduce greenhouse gas emissions, the digital sector is also a dynamic and growing sector whose emissions are increasing every year. The Altice France group, aware of its responsibility, has strengthened its low-carbon policy to give itself the means to contribute to the development of a more responsible digital environment. The 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 2022 energy consumption and emissions report

ALTICE FRANCE GROUP			TELECOMS		MEDIA		INTELCA	
	Consumption	Emissions	Consumption	Emissions	Consumption	Emissions	Consumption	Emissions
Scope 1	34 GWh	14,444 t. CO ₂	30 GWh	13,391 t.CO ₂	2 GWh	531 t.CO ₂	2 GWh	522 t.CO ₂
Scope 2	1,120 GWh	53,075 t. CO ₂	1,095 GWh	46,629 t.CO ₂	11 GWh	432 t.CO ₂	14 GWh	6,014 t.CO ₂
Scope 1+2	1,153 GWh	67,519 t. CO ₂	1,125 GWh	60,020 t.CO ₂	13 GWh	963 t.CO ₂	16 GWh	6,536 t. CO ₂
Scope 3	N/A	75,520 t. CO ₂	N/A	74,495 t.CO ₂	N/A	1,025 t.CO ₂	N/A	N/D
Scope 1 à 3	N/A	143,039 t. CO ₂	N/A	134,514 t.CO ₂	N/A	1,988 t.CO ₂	N/A	6,536 t. CO ₂

The Telecoms and Media divisions define GHG emission reduction pathways

In 2022, the Telecoms and Media divisions redefined 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 low-carbon ambitions of the Altice France group

- Reduce by 40%**
its direct and indirect emissions by 2030 compared to 2022
- Avoid, reduce or compensate for all CO₂**
by 2040 on Scopes 1 and 2
- Avoid, reduce or compensate for all direct and indirect emissions by 2050**
- Extend the Scope 3 calculation** to reduce emissions throughout the value chain
- Develop digital services that contribute to carbon neutrality** and the preservation of ecosystems (IT for green)

Compens'Actif: carbon-neutral advertising space
Since January 2021, Altice Media has been offering advertisers carbon-neutral advertising space. Accompanied by the expert firm EcoAct(1), the advertising network gives advertisers the opportunity to evaluate the carbon footprint of their digital campaigns and to deploy a compensation strategy through low-carbon labelled projects.

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



Fret21 commitment: SFR, a committed shipper

In July 2022, SFR joined the Fret21 program, initiated by the Association of Freight Transport Users (AUTF) and the French Environment and Energy Management Agency (ADEME - Agency for the Ecological Transition) with the aim of implementing concrete actions to limit the impact of transport on the climate. This programme reinforces the «CO2 objectives» initiative involving 1,000 road haulage and passenger transport companies, which has been in operation since 2009 and which has already helped to avoid more than one million tonnes of CO2 since 2009. Fret21 is a voluntary system for calculating the CO2 emissions of transport in the logistics chain in order to better integrate the impact of transport into the company's sustainable development strategy.

The Media division is mobilising to raise public awareness

As a key player in the field of information, the group's Media division is an essential relay for the promotion of environmental issues to the general public and to companies. These topics, including energy efficiency, are dealt with on a daily basis in news reports, columns, programmes and guest appearances, with experts from various sectors of activity being featured.

BFMTV innovated by offering an exceptional programme on 14 November 2022: the forward-looking programme «2050 : OUVRONS LES YEUX !», presented by Bruce Toussaint. This programme was based on scientific data from the IPCC and Ademe reports. This original concept offered viewers two different views of the year 2050: a scenario in which measures have been taken to achieve carbon neutrality and limit global warming and another in which nothing has been done, resulting in a warming of more than 2.4°C and dramatic consequences.

Prime Minister Élisabeth Borne was the channel's special guest to react to these two visions of the future, answer questions from the editorial staff and the public on the actions undertaken by the Government and explain the 22 projects deployed by the French State to implement ecological planning.



A life cycle approach

In pursuit of its environmental commitments and in line with those in terms of the circular economy, the Altice France group has included in its responsible telecoms and media purchasing policy the desire to collect life cycle analyses of its most impactful equipment in 2022. In addition, the life cycle of boxes and decoders is the subject of particular attention, both for its calculation and for the implementation of reduction action plans.

Reducing the impact of the vehicle fleet

The Altice France group is committed to limiting its atmospheric pollution through the progressive replacement of its fleet of thermal vehicles by low-emission vehicles.

As for Intelcia, an ambitious policy has been introduced. It includes 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 efficiency plan

In 2022, in the context of the energy crisis linked to the Russian-Ukrainian conflict, the Altice France group amplified its action plan for the ecological transition by implementing new measures in favour of energy efficiency.

Telecoms and Media

Measures on decoders and telecom infrastructure

Going beyond the framework of its own infrastructures and with the aim of enabling households to control their energy consumption, in November the Altice France group deployed an automatic standby mode for SFR TV decoders. With this mode, which is more advanced than the light standby mode, SFR innovates and makes it possible to save up to 70% of the energy consumed by the device.

At the same time, SFR is carrying out a complete review of its mobile network settings in order to reduce its consumption according to traffic. This review is accompanied by a programme of actions on the network architecture that allows for energy reduction while preserving continuity and quality of service.

An editorial partnership with RTE and GRTgaz to support the EcoWatt and EcoGaz schemes

Since 1 November 2022, BFMTV, BFM Business and the 10 BFM local news channels, as part of their mission to provide information to the French people, have been providing real-time alerts and advice from the «EcoWatt» and «EcoGaz» systems, thanks to partnerships with RTE and GRTgaz, for better control of electricity and gas consumption.

With maps of France dedicated to these RTE and GRTgaz alerts, reports, regular appearances by weather and environmental specialists and on-air coverage, the channels have given a great deal of space to education to encourage energy efficiency throughout the winter.



A global awareness-raising and action plan for employees, customers and all French people

The Altice France group has intensified its actions to raise employee awareness via e-learning campaigns on responsible digital technology and eco-actions, and by promoting soft mobility via financial aid for the purchase or subscription of bicycles. In addition, the electrical consumption of buildings has been optimised, in particular by limiting the heating and air-conditioning at all the Telecoms and Media sites (19°C in winter and 26°C in summer). Finally, particular attention was paid to the lighting of signs and windows in all shops, which was reduced and turned off between 10pm and 8.30am.

The Altice France group also carried out an educational campaign to raise awareness of digital eco-actions and in particular the use of boxes and decoders, which has been widely distributed to its customers. And, to involve its customers but also all French people, the group has opened a call for projects on the theme of «digital technology supporting energy efficiency» to contribute to the development of innovative energy initiatives.

Intelcia

In order to support the French energy efficiency plan, the Intelcia France teams have implemented a temperature reduction of 1 to 2°C depending on the sites. All sites have switched to LED lighting, which consumes less energy than traditional bulbs or neon lights, and is triggered by motion detectors to optimise lighting times.



III. Energy policy



OLIVIER TAILFER
Executive Director Network and Services
Altice France

« As a major player in the digital sector, our mission is to provide the French people with the best experience thanks to a high-performance and efficient network.

In order to take into account the current and future challenges of our stakeholders, Altice France fully integrates sustainable development into its design and deployment strategy: new generation data centres, energy efficiency, reduction in the use of polluting gases, etc.

Committed to innovative and more responsible digital technology, we intend to meet all the challenges that this ambition entails. »

A network energy strategy defined at the highest level

The Telecoms division’s energy management system, implemented in accordance with the ISO 50001 standard, enables immediate optimisation and control of the network. 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 annually to be in line with the group’s objectives.

Through the signature of its new energy policy in 2022, the Altice France group confirms its commitment to making its energy strategy a pillar for achieving the objectives of the Paris Agreement and the national policy for reducing greenhouse gas emissions.



The objectives

- Support the achievement of the objectives of the Altice France Group’s low-carbon policy (see p. 26) in particular through actions intended to :
- Reduce by 12% annually energy consumption** in relation to customer usage (reference year 2020) ;
- Increase the share of renewable energy** in the energy mix ;
- Take energy and environmental aspects into account** in the design of the network and in the choice of equipment ;
- Promote the use of more efficient refrigerants** with a lower Global Warming Potential (GWP).



Intelcia’s energy reduction strategy

Reduction of lighting and air conditioning consumption

- Pursuing its logic of harmonising best practices, Intelcia capitalises on the experiences of the various countries in which it operates.
- the replacement of 956 light bulbs with LEDs for a 10% reduction in energy consumption ;
 - the optimisation of the general and programmed switching off of lights at the end of working hours, for a reduction of approximately 5% in the site’s consumption.
- 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 optimization project was launched in 2021 with a pilot on the Casablanca site. This pilot allowed, in particular, for the year 2021 :
- 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.



IV. 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. The constant increase in customer usage and the deployment of 5G to meet this demand are leading to a steady increase in electricity consumption by the network.



More than 311 energy efficiency actions undertaken in 2022

1,632 MWh saved
i.e. the annual consumption of almost 734 French people⁽¹⁾

-11.8% electricity consumption in relation to customer usage in 2022, reflecting the increase in digital customer use but also the growing improvement in the energy performance of the network



« We design develop and operate our network by integrating energy criteria at the heart of our. »



VIRGILIO GOMES
DATACENTER Director



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 all SFR, SFR Fibre, Completel and SRR network sites, representing no less than 94% of the group’s ener-

gy consumption. The network operations teams have been working with the main data centre subcontractors to achieve this.



Purchase of renewable energies

Since January 2021, the Altice France group has made a bold choice by partnering with the French energy supplier Ekwateur to supply part of its telecom sites with 100% renewable energy.

At the same time, SFR has undertaken to supply part of its 5G sites with renewable energies.

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.

More than 92 Gwh
of renewable energy, i.e. 8%
of the group’s electricity consumption

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

Development of solar projects

The group is experimenting with new technologies to reduce its environmental footprint. In this context, since 2021 SFR has embarked on the deployment of relay and 5G antennas powered by solar panels and two innovative projects were developed in 2022.



The first project concerns the deployment and commissioning of the **1st off-grid mobile transmission relay, powered 100% by photovoltaic panels.**

An eco-friendly solution, which makes it possible to bring ultra high-speed broadband to isolated areas. The photovoltaic panels provide 100% of the energy needed for the relay to function properly, i.e. approximately 500 watts.

This innovative project meets the new needs at the crossroads between accessibility and the environment, which the Altice France group is fully involved in through its sustainable development approach :

- ◆ extend the coverage of the 4G/5G mobile network to meet new uses and improve the quality and accessibility of services in rural and remote areas that cannot be connected to the electricity grid ;
- ◆ green the network by limiting the use of fuel for powering and maintaining the antennas. The solar power system is dimensioned to ensure a total autonomy of 7 days ;
- ◆ avoid 500 tons of CO2 after 30 years, compared to a conventional site connected to the electricity grid ;
- ◆ ensure the end of life of the installation through a recycling partnership for the photovoltaic panels and batteries.

The second project, developed by the Altice France group, enabled the deployment of three antennas for 2G/3G/4G and three steerable beam antennas for 5G in self-consumption thanks to the installation of photovoltaic panels in the Bordeaux region.

Use of waste heat from our data centres

In order to make its network ever more efficient and to be fully integrated into a responsible digital approach, the Altice France group is innovating and launching the recovery of the waste heat from its installations.

In this respect, the Altice France group wishes to use the heat produced by its Strasbourg data centre to help heat the municipal swimming pool. Thanks to this waste heat recovery project, more than 12,000,000 kWh per year will be injected, which is equivalent to the consumption of more than 2,500 households(1).

At a time when energy efficiency is a necessity, these findings demonstrate the investment of all the teams involved in improving the group’s energy performance.

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

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 across all the territories in which it operates.

It is a cross-functional programme that mobilises all the group’s operators to achieve a common goal: reduce the environmental footprint of our products (smartphones, accessories, boxes and decoders).

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. »



Eco-designed boxes

The manufacture of the boxes is an important issue in reducing Altice’s 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 its 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 50% 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.

a minimum of
50 %
of 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⁽¹⁾.

Aware of the impact of this pollution, the Altice France group has adopted a specific eco-design charter for its packaging. As a result, since 2022, 100% of the group’s new products comply with this charter.



A few actions of the packaging charter

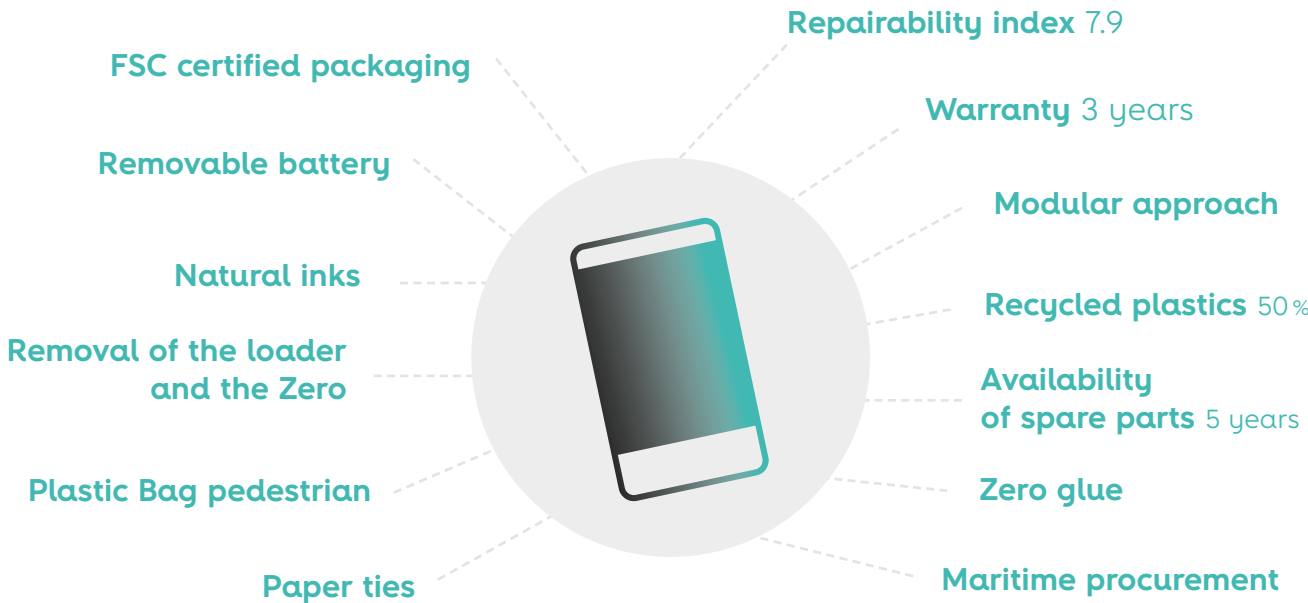
- ♦ reduction in the weight and material of packaging
- ♦ the use of labelled cardboard (recycled or from sustainably managed forests)
- ♦ the use of vegetable-based inks and the reduction of the number of colours
- ♦ the use of vegetable glue
- ♦ the elimination of plastic components (zero single-use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



Eco-designed mobiles

The Altice France group is regularly working on expanding its range of responsible mobiles by including in its catalogue the latest models from several eco-responsible brands, whose smartphones are thought out and designed to have the least possible impact on the environment and are manufactured in the most socially equitable conditions possible.

In this vein, the Altice France group has designed and offered its customers responsible smartphones since November 2021: the Altice E54 joined in 2022 by the Altice E25. This latest eco-designed and economical model illustrates the group’s ambition to provide digital access for all, while seeking to minimise its impact on the environment.



(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.

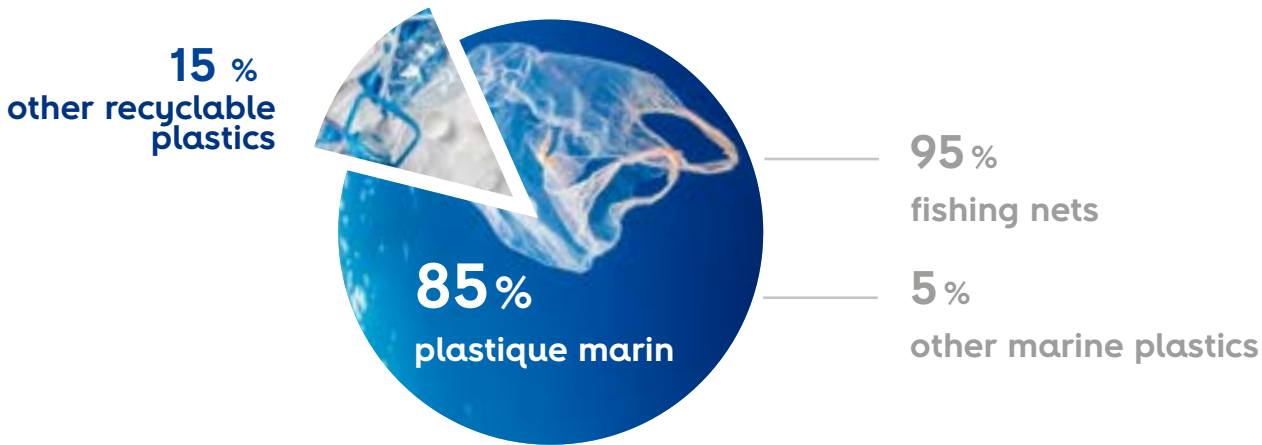
The partnership with Seaqual allows these nets, which are usually difficult to recycle, to be transformed into new products.

Étapes de production



What is the composition of a phone case?

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



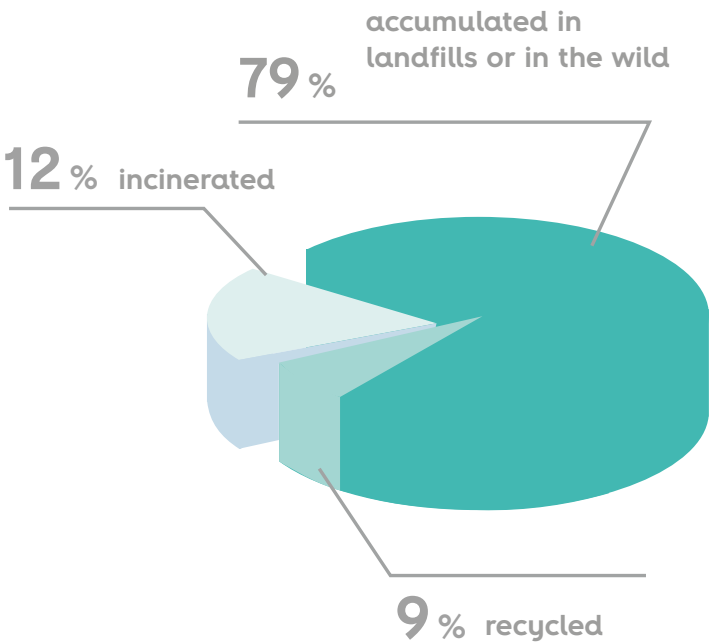
1kg of fishing net = 1kg of recycled plastic
640,000 t/year of fishing nets abandoned at sea

La 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, the Altice France 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 La Factory machines are installed in SFR shops and allow sales staff to cut out customised smartphone screen protectors in seconds, at the request of 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 in plastic waste in the world



Since their launch in 2021, La Factory protections have been convincing more and more customers and in 2022 will represent 72% of SFR's screen protector sales. In 2022, the La Factory range was expanded with the addition of a new smoked protective film, allowing the only user of the smartphone to see the screen.

90 % reduction in CO₂
emissions related to packaging and transport compared to the previous generation of Altice film

In 2022, the Altice France group thus avoided 220 tonnes of CO₂
thanks to La 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 reconditioned 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 change the covers of the boxes or by optimising the journeys made to recondition the products thanks to the stacking of pallets.

Almost 99% of boxes are reconditioned

In a continuous improvement process, new actions to reduce the environmental impact of reconditioning are regularly introduced. For example, in 2022, the aesthetic criteria to be met for equipment to be put back on the market have been lowered: more than 1.7 million pieces of equipment underwent one or more reconditioning operations, resulting in significant energy and raw material savings. New techniques are also tested and implemented where appropriate: for example, since the end of 2022, the front panels of generation 7 set-top boxes have undergone a flaming operation, a process that removes scratches from the plastic and thus avoids the need for a new one.

Since June 2021, the damaged covers of the generation 7 boxes have been replaced by new covers made of regenerated plastic from the old covers of this range: the damaged plastic parts are extracted, crushed and «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.



536 tonnes of CO2 avoided through partial change of plastics

Where possible, only the lower and/or upper cases of the remote control are replaced to avoid producing a new case.

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. By 2022, more than 90% of lorries travelling between SFR's remanufacturing centres and logistics centres will use this process. The optimisation of the palletisation of the fibre boxes has also made it possible to increase the number of boxes loaded on a lorry by almost 40%, thus further improving the efficiency of the journeys made.

A second life for mobile phones

30% of sales result in a mobile trade-in

In order to encourage consumers to give their phones a second life when they change them, SFR offers two attractive deals:

- ◆ **mobile trade-in** : the old phone is recovered by SFR in a store 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 selection of phones after SFR has taken back the old mobile.

According to Ademe ⁽¹⁾, 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)

A certified equipment recovery service for businesses



SFR Business is ISO 14001 certified for the management of the recovery, reuse and recycling of customer equipment (fixed, service and mobile).

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 a second life to electrical and electronic equipment



The actions of the Telecoms and Media divisions

Directly in their offices or on the sites that enable the SFR network to operate, the Telecoms 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. As a result, more than 95 % of the equipment was recovered in 2022.



In addition, all the IT equipment to be replaced (PCs, screens and printers) from the Telecoms and Media divisions was donated to Emmaüs Connect, i.e. almost 22 tonnes in 2022, which enabled people in need to be equipped.



Nearly 400 tonnes of CO₂ avoided thanks to the reuse and recycling partnership with Shields, a player committed to the reconditioning and recycling of EEE

Intelcia's actions

The issue of the 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 where these channels are not well structured.



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, recondition them and then resell them or to 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 recycling infrastructures and channels are not well structured for this type of waste, 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.



Finally, partnerships have been created in various countries with sorting and recycling experts :

- ◆ in Cameroon, Intelcia has been working since 2018 with Red-Plast, a specialist in the collection and recycling of industrial and household plastic waste ;
- ◆ in France, Intelcia has joined forces with various partners such as PAPREC, ELISE, LemonTri, but also Cy-Clope, which collects cigarette butts in bins installed specifically on Intelcia sites for recycling ;
- ◆ in Morocco, Intelcia has partnered with the KOUN association since 2021 to sort and recycle 100% of plastic bottles and paper. Within this framework, more than 80 ambassadors have been trained among the employees to support and spread this initiative ;
- ◆ also in Morocco, specific awareness-raising actions have been carried out: a survey to find out the habits and behaviour of employees was organised, and a challenge was launched between the various Intelcia Morocco sites to reward the best site in terms of sorting with an internal label. An e-learning module on the importance of sorting and recycling is also being launched. Thanks to these initiatives, more than 450 kg of plastic and 650 kg of paper and cardboard were sorted in all Moroccan sites in 2022, to be transformed into new products in KOUN's workshops.



Promotion of responsible consumption: raising the awareness of environmental issues among our employees, partners and customers

I. Stakeholder engagement

According to Ademe, each French person emits an average of 9 tonnes of CO2 per year⁽¹⁾, whereas only an average of 2 tonnes per year per person would enable us to respect the + 1.5°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 %⁽²⁾.

Discover digital eco-actions
to start to reduce
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 inter-operator working groups to improve the calculation of the digital footprint and the awareness of its subscribers.

The year 2022 was an opportunity to reinforce the group’s requirements in terms of the eco-design of its boxes and decoders via the Greener Altice specifications (see page 31), but above all to act on the energy consumed by its products when they are used by customers in order to give them the tools to reduce the impact of their digital activities.

In order to involve consumers in this dynamic of more responsible consumption, the Altice France group communicates and raises awareness. A page dedicated to ecodesign actions and digital ecogestures is available on the SFR and RED by SFR websites. Consumers are advised to keep their smartphones for as long as possible, to opt for reconditioned products where possible, and to switch off their internet boxes and/or decoder when not in use. An educational campaign to raise awareness of digital eco-actions was also distributed to SFR and RED by SFR customers from October to December to encourage them to adopt more efficient and responsible digital uses (dedicated emailings, regular publications on social networks, articles, etc.).



(1) <https://agirpourlatransition.ademe.fr/particuliers/testez-vos-connaissances/connaissiez-empreinte-climat>
(2) « Doing your bit » - Carbon 4 (2019)

Employee engagement and dissemination of a sustainable development culture

Telecoms and Media

In order to support its commitment, the Altice France group has stepped up its awareness-raising activities among its employees in order to provide them with the keys to understanding the issues related to sustainable development in their sector of activity. Thanks to its partnership concluded in 2022 with the Institut du Numérique Responsable (INR), the employees of the Telecoms and Media divisions were able to attend two «Paroles d'experts» conferences on environmental themes. For example, the «Digital world facing the challenge of the ecological transition?» conference gave the floor to Vincent Courboulay, Scientific Director of the INR, who was interviewed by François Pitrel, a journalist from BFMTV.



Promoting more sustainable holidays

During the summer period, the group made its employees aware of the need for more responsible holidays. Through several educational and fun challenges, the employees discovered the challenges of the marine world and the various causes of pollution that threaten the oceans. Solidarity and eco-responsible missions have also been relayed to employees, allowing them to get involved in waste collection or ecological challenges.

Intelcia

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.

For example, the use of public transport and carpooling 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, many recycling workshops have been organised to raise awareness of environmental issues, such as the workshop organised in collaboration with ELISE, a company that works on sorting and recycling for companies. Also, glass bottles were distributed to employees at the various French sites to limit the use of plastic bottles and cups.

In addition, various voluntary actions have taken place to enable employees to participate in initiatives such as the beach clean-up in Côte d'Ivoire carried out in partnership with the Moroccan Embassy and AMISTAD CIV, or the waste collection in France carried out with Team River Clean 08, which resulted in the collection of 300 kg of waste.

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 invite people to use water wisely, sharing positive actions to reduce its consumption.

Major information networks : raising awareness among the French population

Increasingly engaged media reporting

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 channel dedicated to the economy, BFMTV and BFM Business are essential relays for promoting environmental Issue to the general public and businesses.

Aware of this responsibility and as part of the discussions on the climate contracts, the media of the Altice France group have committed to monitoring the editorial treatment of environmental issues on their channels

More than 900 environmental issues discussed in 2022 on Altice Media channels

Whether it is news about climate change, particularly with the strong heat waves experienced during the summer period, technological innovations or energy sobriety, environmental issues are now a part of every aspect of French people’s daily lives and Altice Media’s channels are witness to this.W



The number of journalists specialising in environmental news has also increased: BFMTV now has a specialised journalist, François Pitrel, in charge of climate and environment issues, in collaboration with the weather journalists. They embody a necessary change of tone, following the example of Marc Hay, author of a remarkable reaction in June 2022 on BFMTV on the inertia surrounding climate issues.

The challenge of energy efficiency

Similarly, all of the group’s channels help the French to understand current energy issues, from anticipating the risks of power cuts to saving energy.



In the daily programme «BFMTV répond à vos questions», Roselyne Dubois regularly addresses issues related to energy efficiency by inviting specialists to help the channel’s viewers deal with these issues with peace of mind.

Programmes dedicated to CSR

BFM Business is France’s leading channel dedicated to the economy and has an essential mission to broadcast these environmental issues. Every weekend, the programme Objectif Raison d’Être organises a round table that brings together managers, experts and professionals from a given sector to discuss CSR and its challenges. The 18 November programme highlighted adventurer and explorer Mike Horn’s fight to preserve the landscape and natural balance.

Cyrielle Hariel also covers environmental issues with the weekly column the «Pépite RSE», broadcast since September 2022



CYRIELLE HARIEL
Presenter Objectif Raison d’Être
BFM Business

« For almost three years now, I have been lucky enough to be at the heart of CSR issues by presenting Objectif Raison d’Être every week with players from all sectors and of all sizes, all committed to decarbonising their business model!

And every Friday at 6.14 am, I present an engaged start-up in «La Pépite RSE» to show that commitment can be synonymous with competitiveness ! »

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

A unique partnership with the Ministry of Ecological Transition

Channels from the BFM Régions network accompanied the National Conference on Natural and Technological Risks, which took place on 13 and 14 October 2022 in Strasbourg and was accompanied by practical workshops and educational events throughout France.

BFM Alsace’s political programme was entirely devoted to this theme, with the following guests on set :

Thierry Schall, mayor of Fegersheim and vice-president of the Strasbourg Eurometropolis in charge of natural risks.

Daniel Reininger, president of the Alsace Nature association and former head of the National Office for Water and Aquatic Environments (Onema), which was merged in 2016 into the French Agency for Biodiversity, now the French Office for Biodiversity.



A special programme on BFM Business dealt with various topics related to COP27 during the summit held in Sharm el Sheikh (Egypt) from 6 to 18 November 2022.

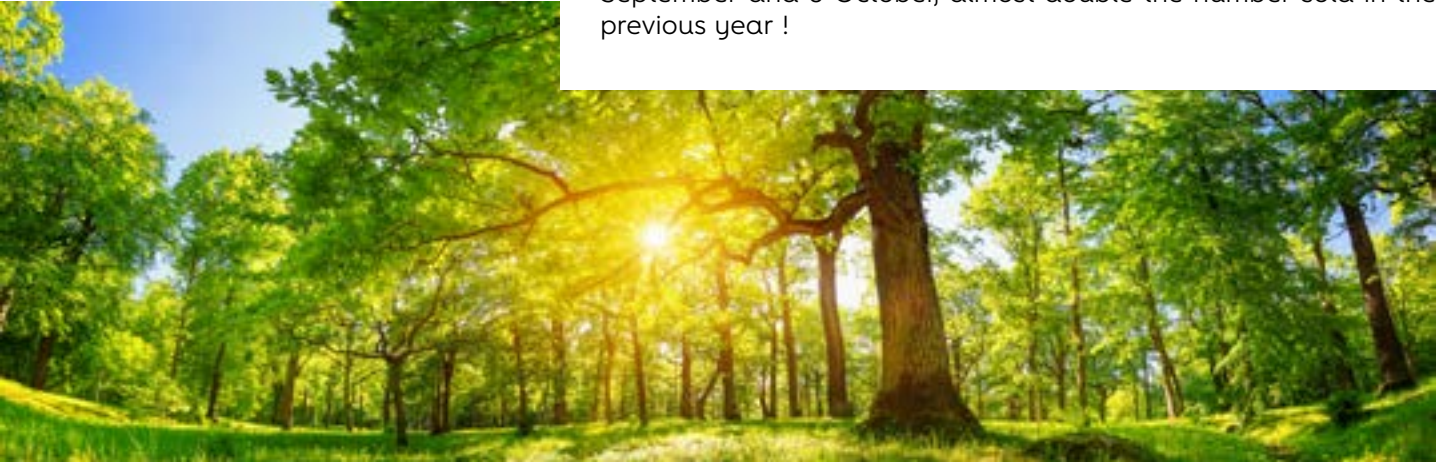
II. European Sustainable Development Week:
a unique opportunity to raise awareness among
employees and our customers

In 2022, the Altice France group took part in the European Sustainable Development Week by mobilising..

...its customers

Go reconditioned !

More than 330 tons of CO₂ avoided thanks to the sale of reconditioned mobile phones!



To mark European Sustainable Development Week (ESDW), SFR and RED by SFR offered their customers an immediate €50 discount on a selection of reconditioned mobiles. To maximise the visibility of reconditioned phones and in a logic of gamification, SFR Customer Service advisors were mobilised via a two-week challenge aimed at increasing the proportion of reconditioned phones among sales. More than 200 advisors were rewarded for their contribution to SFR's efforts to raise consumer awareness of the challenges of the circular economy. The result of this initiative? More than 7,000 reconditioned mobiles were sold between 19 September and 8 October, almost double the number sold in the previous year !

Reconditioning, a sustainable trend

All year round, SFR promotes reconditioned mobiles. Indeed, in 2022, 120,815 reconditioned mobiles were sold (of which more than 7,000 during the EDS).

The group is part of this approach by continuing to integrate «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!

Sustainable Development Forums in Paris and Lyon

This year, Sustainable Development forums were organised on 22 and 23 September, to enable employees to meet, find out about and exchange information with committed associations and partners of the Altice France group.

In Lyon, employees were able to meet :

- ◆ Citeo, which proposed events on waste sorting and recycling ;
- ◆ and Deafi, to better communicate with deaf or hard-of-hearing customers.



In Paris, 4 partner associations were present to exchange with employees :

- ◆ Deafi, SFR's partner in making the brand's customer service accessible to the deaf and hard of hearing ;
- ◆ Emmaüs Connect, a long-standing partner of the SFR Foundation working to promote digital inclusion ;
- ◆ You, alongside which RED by SFR is committed in reforestation operations ;
- ◆ and NosAbeilles, a partner beekeeper deploying beehives on SFR's data centre sites to help restore ecosystems and biodiversity.



Increase awareness-raising activities

As part of the 2022 membership of the Institut du Numérique Responsable, an awareness-raising course on responsible digital technology was made available to all the group's employees. This e-learning module, which has been freely available since its launch at the SEDD, provides an understanding of the major socio-environmental issues linked to the development of digital tools, and in particular enables the calculation of the professional environmental footprint.

In addition to this module dedicated to responsible digital technology, eco-gestures were disseminated on internal communication platforms in order to draw employees' attention to certain good environmental practices.

Finally, 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 11 to be won.

By the end of 2022, 16% of employees had followed the course.

Giving phones a second life

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 lying around in drawers in a logic of digital inclusion and waste reduction.

SFR offered its customers a matching contribution of €30 in the form of a purchase voucher for the trade-in of certain phones, in addition to the initial trade-in value of the phone. As part of this offer, more than 16,000 phones were collected and sent to Ateliers du Bocage to be sorted and reconditioned or recycled !

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. 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.

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



Complementary environmental issues

In addition to the environmental issues identified as critical in the Altice France group’s materiality matrix, the group is taking action on related issues in order to reduce its overall ecological impact.

I. Water management

For many years, the Altice France group has been implementing measures to reduce water consumption at its tertiary sites, such as the installation of pressure reducers and dual-flush toilets. In addition, the new buildings comply with the best practice rules and recommendations for the optimisation of water resources.

The technical sites also receive special attention with regard to their water consumption. All new sites or facilities meet the environmental criteria required for more sustainable water consumption. This means that it is no longer necessary to cool down the equipment with water in case of high temperatures.

A heatwave system is also in place to limit the amount of water withdrawn. These actions require coordination between the group and its partners, who organise checks and controls of all cooling equipment before the summer period to ensure optimum efficiency. A review of available mobile resources such as generators, air conditioning or extractors is carried out. This thorough assessment helps to avoid overheating of cooling equipment and consequently the potential use of water.

Finally, the water circuits of the strategic sites are all equipped with a closed loop system. This means that the water used for cooling the technical rooms is charged only when the equipment is installed and requires little or no top-up.

	ALTICE FRANCE GROUP	TELECOMS	MEDIA	INTELCA
Water consumption (m³)	159,339	42,108	11,271	105,960

II. Preservation of biodiversity

Raising awareness of a still little-known issue

The Altice France group is convinced that the preservation of biodiversity is a crucial issue for the future of mankind, particularly in the context of the fight against climate change. In order to raise awareness of these issues among her colleagues, Maud Lelièvre, President of the French Committee of the International Union for Conservation of Nature, was interviewed by François Pitrel as part of a «Parole d’expert» conference devoted to the emergency of an endangered nature. She presented the situation and the challenges of biodiversity in France to the employees of the Telecoms and Media divisions of the Altice France group and proposed concrete actions to be taken.



Fighting for the preservation of bees

The Altice France group is contributing to the preservation of French bees, implementing an action proposed by the employees themselves. In 2022, a partnership was signed with Nos Abeilles, an Ile-de-France beekeeper, to install beehives on the SFR site in Trappes, opposite the Port Royal forest, rich in chestnut and hazelnut trees. This initiative makes it possible to participate in the safeguarding of bees and the development of colonies, a population that has been in sharp decline for several years.

This first season allowed the pollination of honey plants around the site and the collection of 20kg of honey. Beehives had already been installed on the SFR site in Nantes Saint-Herblain in June 2021.



Limiting its impacts

Aware of its responsibility, the Altice France group ensures reinforced control of its Facilities Classified for the Protection of the Environment (ICPE). ICPEs are the Group’s infrastructures that represent the most significant - albeit minor - risk to the environment and biodiversity.

The group network comprises more than 117 sites concerned by 4 ICPE sections, relating to the storage of batteries and fuel oil, and the presence of extinguishing agents, refrigeration units and generators. These sections lead to regular and precise controls on these sites, in order to avoid any pollution of the environment.

For its part, Intelcia has included the use of environmentally certified products in its responsible purchasing requirements. Since these labelled products are not always available in the countries where the Intelcia group operates, it 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 order to combat chemical pollution. In 2021, a full review was 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.

Become #REDSPONSABLE with RED by SFR

I. #REDSPONSABLE MANIFESTO



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

« 2nd year for the #REDsponsible programme! We continue to act, to support our customers and to mobilise together. Each RED by SFR employee is invested in this programme in order to support the brand's Ecoresponsible pillar. Awareness raising, partnership renewal, solutions for recycling your phone.. In 2022 we continued to expand this programme ! »



OLIVIER ROY
Director of Red by SFR

In 2022, the volume of old phones taken back was multiplied by 5 when the mobile trade-in was included in the purchase journey of a new mobile

Long live phones!

To mark Sustainable Development Week, RED by SFR is offering exclusive promotions on reconditioned mobiles.

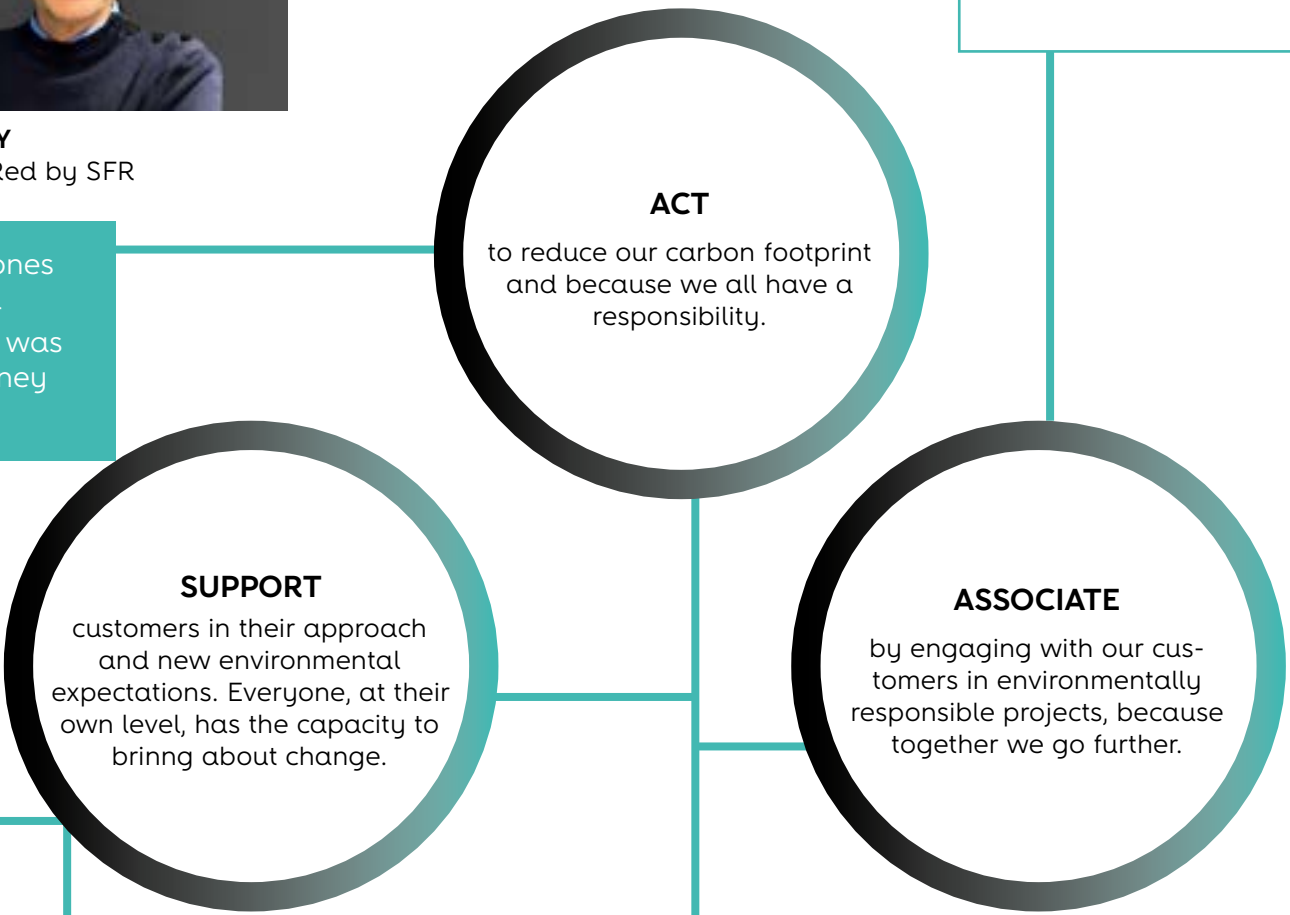
In addition, RED by SFR has introduced trade-in bonuses to encourage customers to return their old phones.

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. This year, Arthur Guillaume of Fairphone spoke about the longevity and repairability of phones, and Alban Rangier about French forests in the face of climate change.

Raising awareness of eco-responsibility

In 2022, the RED by SFR brand produced video content with comedian Redouane Bougheraba to promote its #REDsponsible programme and talk about eco-responsibility.



ACT

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

SUPPORT

customers in their approach and new environmental expectations. Everyone, at their own level, has the capacity to bringing about change.

ASSOCIATE

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



Give your phone with RED

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 raw materials.

Renewal of the partnership with A Tree For You for 2022

In 2022, RED by SFR chose to renew its commitment to the association A Tree for You and the ONF.

The 1st project was the safeguarding of the Montmorency forest affected by the chestnut ink disease. RED by SFR matched each customer donation with the same amount. Results: nearly 3,000 trees planted by RED by SFR employees and a 100% financed project.

RED by SFR will continue its action with a new project to be financed in the state forest of Meudon in Ile De France.



MOURAD BELGRICH

« With all the RED by SFR employees, I took part in the planting of sessile oaks in Montmorency Forest. The ONF teams introduced us to tree planting techniques, in order to optimise the chances of survival of these young plants. It was a beautiful, inspiring and responsible team moment. I am proud to work for a committed brand. »

The Altice France group, committed to its employees



Bold, committed and agile, the employees of the Telecoms and Media divisions act with a common objective: meet the essential daily connectivity and information needs of the French. To support this dynamic, the Telecoms and Media divisions are continuing to deploy a number of measures to improve operational excellence and team performance. This requires the implementation of demanding training programmes, a proactive apprenticeship policy and effective management of employee mobility and careers. The Telecoms and Media divisions are also pursuing their action in favour of inclusion, aware that diversity is a vector of innovation, creativity, motivation and performance for the company.

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.

Performance indicators

CHALLENGES	TELECOMS	MEDIA	INTELCIA	KEY PERFORMANCE INDICATORS	2022
Employability & stability Talent management	58 %	32 %	120 % ⁽¹⁾	Percentage of employees who have completed at least one training course	NC
	18,4	19,2	61,3	Average number of hours of training per employee who received training	NC
	939	211	7,103	Number of permanent hires	8,253
	1,883	1,029	5,293	Hires aged 30 and under	8,205
	400	88	30	Number of work-study students recruits	518
	85 %	85 %	N/A	Student recommendation rate	85 %
Human rights and fundamental freedoms	38 %	43 %	44 %	Share of promotions awarded to women	41 %
	39 %	38 %	58 %	Share of women among hires	51 %
	SFR SEU : 93 % SFR Distribution : 85 %	SEU Next : 85 %	96 % ⁽³⁾	Professional equality index ⁽²⁾	NC
	362	9	105 ⁽³⁾	Number of employees with disabilities	476
	11 %	11 %	30 %	Voluntary departure rate	22 %
	5,76	4,03	N/D	Absenteeism rate	5,54

N/A : Not applicable; N/D : Not disclosed; N/C : Non-consolidated
(1) Intelcia trains a higher number of people each year than its workforce at the end of the year, testifying to the training effort on the population of customer advisers, the population mainly responsible for the turnover.
(2) Index published in 2022 for the year 2023. France for Intelcia scope
(3) Intelcia France scope

The objectives of the Altice France group

CHALLENGES	TELECOMS	MEDIA	INTELCIA	OBJECTIVE	2021	2022	TREND
Human rights and fundamental freedoms	✓	N/A	N/A	Increase the representation of women in: - the workforce - management - promotions/mobility ⁽¹⁾	36 % 30 % 42 %	36 % 30 % 35 %	→ → ↘
	✓	N/A	N/A	Reduce the gender pay gap, with a dedicated budget	1,9 %	1,8 %	↗
	✓	N/A	N/A	Increase employment rate of persons with disabilities	3,03 %	3,80 %	↗
	✓	N/A	N/A	Hire at least 70 employees with disabilities between 2020 and 2022	42 (cumulés)	50 (cumulés)	↗

N/A : Not applicable; N/D : Not disclosed; N/C : Non-consolidated
(1) While the share of female promotions and mobility decreased in 2022, their volume over the same period has been more than doubled.

Attract talent and integrate young people into the group

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

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.

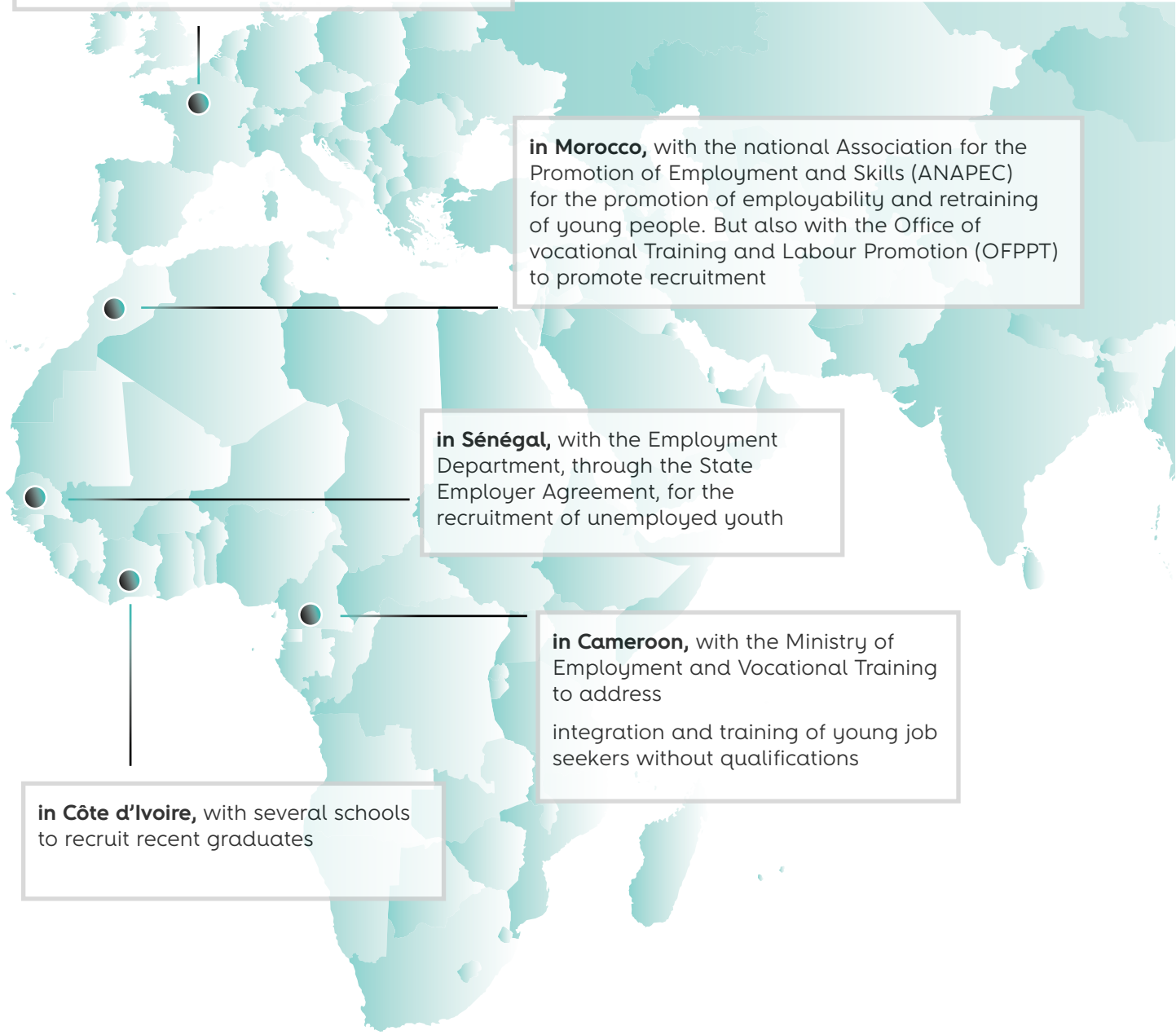
Intelcia is constantly growing and has chosen to make diversity and equal opportunities an asset for the company. Thus, Intelcia employs people who are alienated from the workplace, especially young people and seniors. In this context, it has entered into agreements with local players to strengthen its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



21% of employees are under 25.

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



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 Sénégal, 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 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

A recruitment dynamic in a tight market

The year 2022 was marked for the Altice France group by a strong recruitment dynamic. Nearly 1,200 permanent hires were made in its Telecoms and Media divisions, in a context of strong tension in the job market and a shortage of talent, particularly for digital jobs and tech profiles.

On the media side, an investment plan has been put in place to support the challenges of digitalisation of its activity, with almost 60 new recruits in digital profiles: digital journalists, developers, etc. In the same year, BFMTV launched two new local news channels and created 180 journalist positions throughout France.

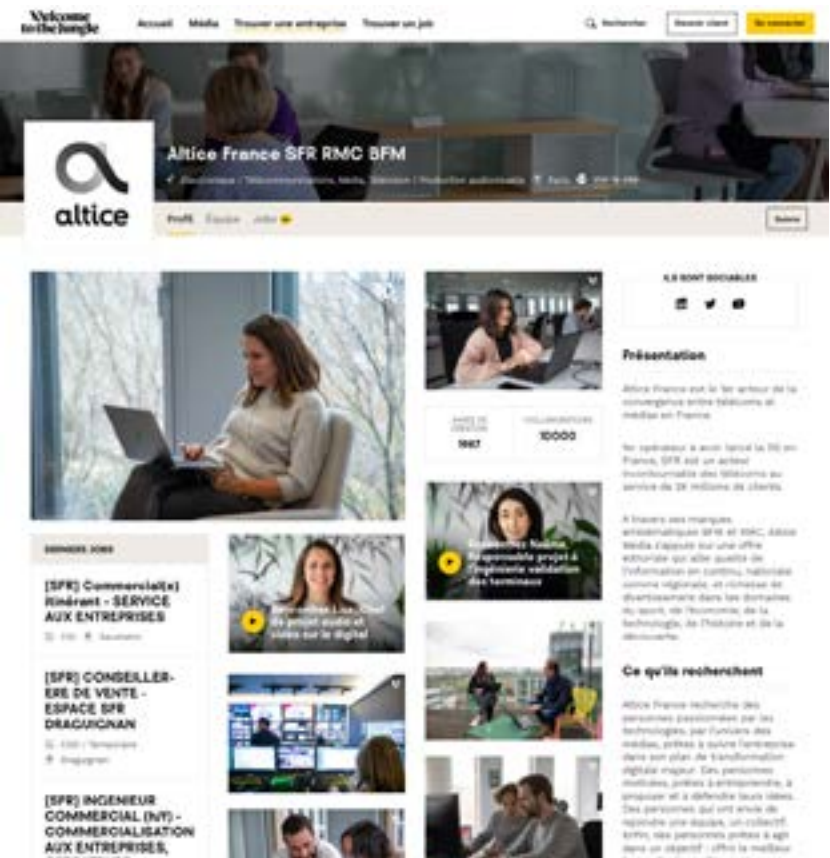
In the telecoms business, recruitment was mainly in the sales force, in engineering jobs - network, information systems - and in support functions, such as finance.

Development of new tools and processes to address the talent shortage

Aware of the need to emerge in a tight market, the Telecoms and Media divisions have deployed new tools and processes for a better candidate experience.

The Telecoms division has set up «collective assessment» recruitment sessions for its sales force. A new «CV-free» recruitment method allowing recruiters and operational managers to focus on the skills, motivation and affinity of the candidate with the position, by observing him or her during a day of group simulations. This approach breaks with the traditional codes of recruitment and enables the skills and personality of each candidate to be valued above all else and to gain speed in the recruitment process.

The Telecoms and Media divisions have also adopted a number of tools to develop their attractiveness, promote their professions and career opportunities, through platforms that are popular with young graduates to find out about companies and look for their first job.



Welcome to the Jungle, a digital platform to develop the attractiveness of the Telecoms and Media divisions with young people and show them the company from the inside.

An ambitious work-study policy

For many years, the Telecoms and Media divisions of Altice France have pursued a deliberate policy in favour of apprenticeships, with the aim of supporting and encouraging young people towards the job market and in building their professional future. This commitment is part of the group's «Transformation & Ambitions 2025» project and aims to support the dynamics of the government's «1 jeune, 1 solution» plan.

Each year, the Telecoms and Media divisions welcome nearly 1,000 students from the digital, business, journalism, audiovisual production and corporate (finance, HR, legal, etc.) sectors. In addition to learning their profession, the Telecoms and Media divisions offer students

a real insight into the activities and life of the company, through a cycle of visits and conferences and numerous opportunities to meet and exchange ideas throughout their time with the group.

In 2022, almost 21% of students were recruited on fixed-term or permanent contracts after their learning experience. They are given the opportunity to speak through a series of video interviews in which the students talk about their work-study experience, what made them want to stay with the group and how they thrive in their job today.

Click on the image to see the testimonies of several work-study students hired on permanent contracts this year



« Happy Trainees » for the 5th year

In 2022, the Altice France group was awarded the «Happy Trainees» label for the 5th consecutive year for its Telecoms and Media activities, in the context of a survey carried out by ChooseMyCompany.com among young people on internships and work-study programmes within the organisation. 85% of students recommend the Altice France group for its welcome, professional progress, the interest of assignments, the quality of the support and the pleasure they get from their work.

« Trough my job, I have a concrete impact with in the company and in the lives of the French. »

« There is a great working atmosphere, and my team has always been a great support. »

« We work with very committed employees and who master their subjects, it's stimulating ! »

« We are lucky to have great premises, very good working conditions and many benefits. »



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 in charge of the ongoing training of the entire Intelcia management team throughout the group.

Workforce : **15 management trainers**

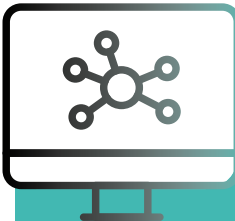
Figures : **60,000 hours of training for 1,900 managers trained per year**



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 the design of modules/videos

Workforce : **196 trainers (including 6 design trainers)**

Figures : **1,328,239 hours of training in 2022 (1,737,503 in 2021)**



Steering and monitoring of the training

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. Innovative programmes and tools to ensure that all
employees of the Telecoms and Media divisions develop their
skills

In 2022, 58% of the employees in the Telecoms division had taken at least one training course, with an average satisfaction rate of 90%.

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

Through the training programmes, the 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 meet employees’ needs as closely as possible.

Fabrique’s emblematic programmes



Digitalising access to training



Digitalising access to training and improving the user experience are at the heart of the group’s challenges. In 2022, e-learning platforms were deployed in the Telecoms and Media divisions. Thanks to these measures, SFR has been able to train its entire sales force in offers and sales techniques on its distribution network. The group has also initiated, via its e-learning platform, an awareness-raising module on responsible digital technology, as well as an information security awareness campaign for all employees of the Telecoms and Media divisions.

The Customer Relations Academy, supporting the transformation of the customer experience



The quality of the experience delivered to customers was placed at the heart of the group’s challenges for the year 2022. The ambition is strong: the aim is to provide the group’s customers with a differentiating service in an extremely competitive market.

In this context, the Customer Experience (SFR Business) and La Fabrique teams launched the Customer Relations Academy. It proposes a skills development path based on customer knowledge, the richness of the offers and finally the posture, in order to provide a unique experience to customers. This course initially concerned the managers - the real actors of this transformation then all the employees of the Customer Relations Department, with tailor-made training adapted to the needs of the teams.

In 2022, 220 employees and managers were trained at the Customer Relations Academy.



Click on the image to see the ad the launch of the Customer Relations Academy by Frédérique Laporte-Many, Director of Customer Relations at SFR Business

On the media side, programmes to support the transformation of uses and the securing of assignments

In order to be as close as possible to events, BFMTV was the first channel to produce its reports with a smartphone mounted on light and easily transportable equipment. The group has deployed a practical and concrete training course to help its journalists to appropriate the tools for filming and editing via smartphone. 75 journalists were trained in 2022 With a view to adopting new journalistic practices and trends, a training course has been set up to learn about drone filming techniques.

In addition, the Media division provides training in security for journalistic assignments to enable journalists to report safely in sensitive areas.



Telecoms and Media divisions: employees supported in their development within the group

A dedicated mobility team offers employees effective professional mobility tools and processes, through individual coaching (targeting a professional project, self-marketing tools, job search, etc.), but also through group workshops to develop an impactful CV or prepare for a mobility interview.

To ensure the success of their internal mobility, employees can benefit from accompanying training when necessary.

In 2022 :
55 individual coaching sessions and
24 workshops organised per
100 employees followed.



Professional equality: ensuring equality between women and men

Convinced that parity and diversity are strategic issues for the development of individuals as well as for the company, the Altice France group is committed to gender equality in recruitment and employment, professional development, balancing life's needs and combating gender stereotypes. The group is thus implementing positive and concrete measures.

I. Intelcia

Intelcia acts in favour of gender equality by :

- ◆ 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.

Intelcia Group is a signatory of the Diversity Charter and a member of the UN Global Compact.

Some key figures for the Intelcia Group :

- ◆ nearly 56% of the workforce is made up of women and 44% of men ;
- ◆ 58% of women in hires ;
- ◆ 44% of promotions awarded to women ;
- ◆ the Equality Index in France is 95/100.

II. Telecoms and Media

The Telecoms and Media divisions act in favour of gender equality by :

- ◆ corrective measures and a specific salary catch-up budget ;
- ◆ communication and awareness-raising actions on discrimination and equal opportunities ;
- ◆ a « Careers for Women » programme to promote women's access to positions of responsibility or to technical fields.

Convinced that it is necessary to make a commitment and move the lines collectively, the Telecoms and Media divisions supported and participated in two major events for inclusion and diversity in 2022. The Assises de la Parité and the Economic Inclusion Summit brought together a coalition of committed actors - companies, associations, institutions, etc. - to work together to promote gender equality.



MELINA DAVID

Director of Human Resources Development, Media-Telecoms



Click on the image to see Méлина DAVID's participation in the round table of the Assises de la Parité Recruitment, retention, high potential.. How to promote parity ?

My Family Solutions for a better work-life balance



Mes Solutions Family

In 2022, the Telecoms and Media divisions developed their «My Family Solutions» platform to help employees organise their daily lives, thanks to services and content adapted to all stages of family life :

one-off solutions and assistance in finding childcare, school support, support for employees who are caregivers, preferential rates for many services (home help, cleaning, career advice, etc.) and free conferences and articles throughout the year.

Equality and parity on our channels



MAXIME DARIDAN

RMC BFM Pluralism Diversity Delegate

« The ongoing commitment of our channels to gender equality is a major social issue. We have continued these developments by appointing women to lead programmes dedicated to sport, which is usually a very masculine theme. We have set up a Diversity Observatory to monitor and report on the representation of women on our stations throughout the year, among presenters, columnists and on-stage speakers, experts and political guests. Beyond the incarnation of the programmes, our channels continue to distinguish themselves through their content. Our stations contribute fully to the debates on the subjects of combating violence against women and gender bias, with more than 1,400 subjects and programmes devoted to these themes on BFM and RMC in 2022. Our ambition is to continue to make progress on these subjects. »

Combating gender-based violence and violence against women



Following on from the awareness-raising actions carried out within the various Management Committees and among the employees of the Media division in 2021, the Telecoms and Media divisions conducted a new prevention campaign on sexist behaviour in 2022, in order to bring about a lasting change in attitudes and behaviour. This campaign, entitled «Le sexisme on s’en parle», was relayed to all employees through various internal communication media. In particular, through two educational videos, it allows everyone to rethink the representation of sexism at work and their individual behaviour. This communication action was also an opportunity to highlight the various internal prevention contacts and referents.

As it does every year, the Altice France group mobilised for the day against violence against women on 25 November through its media. The group’s channels broadcast the spot calling for donations and special programming around this theme.



Supporting 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 opportunity 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 Handicall⁽¹⁾, Log’ins⁽²⁾, Ap’aips⁽³⁾ or Deafi⁽⁴⁾.

Telecoms and Media

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

As signatories of company agreements, the Telecoms and Media divisions of the Altice France group mobilise significant resources in order to support the recruitment, integration and support of a greater number of employees with disabilities. This is illustrated in particular by the adaptation of workstations, specific support in professional development or even authorised days of absence. In addition, these agreements encourage responsible purchasing, committing the group to work with players who promote the employment of people with disabilities (see also the commitments related to the responsible purchasing policy, page 54).

Intelcia

Within its French perimeter, Intelcia has made strong commitments to ensure the integration of workers with disabilities within 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 have been recognised as disabled workers in adapting their working position (ergonomic chairs, computer screens, etc.).



(1) Call center : <https://www.handicall.fr/>
(2) Logistics compagny : <http://log-ins.fr/>
(3) Business services: <http://www.apaips.com/>
(4) Customer relations centre adapted for the deaf or hard of hearing.

II. Raising employee awareness of disability

Every year, the Altice France group’s Mission Handicap and its network of disability officers lead information and awareness-raising campaigns for employees to help remove stereotypes and prejudices about disability. These actions also aim to encourage and facilitate the steps taken by employees who wish to have their disability recognised, thus contributing to the steady increase in the number of employees with disabilities in the group, particularly in 2022.

Mission Handicap’s challenges



Among the major awareness-raising actions of 2022, Mission Handicap launched two collective and solidarity-based sports challenges that strongly mobilised employees. In teams and collectively, the objective was to take as many steps as possible and to take up challenges for the benefit of a solidarity cause. Thanks to the commitment of more than 1,500 employees, the Telecoms and Media divisions donated €15,000 to Handicap International and the Fédération Française Handisport to support two athletes in their preparation for the 2023 Para Athletics World Championships. The success of these awareness-raising operations contributes to making the Altice France group an increasingly inclusive and welcoming company.

A pragmatic social dialogue

The Altice France group is committed to maintaining a pragmatic social dialogue between the social partners and 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



In 2022, the exchanges and negotiations with the social partners of the Telecoms and Media divisions gave rise to 159 meetings of the Social and Economic Committees (SEC), broken down as follows :

SFR SEU Central SEC	27	SEC SRR	17
SFR SEU SEC R&SI	22	SFR Distribution SEC	18
SFR SEU SEC B2B	24	Next SEU SEC	16
SFR SEU SEC B2C & FS	19	SMR SEC	16

The negotiations resulted in the signature of 21 agreements, on the Telecoms and Media divisions, notably on the following topics : mandatory annual negotiations (NAO), profit-sharing, risk prevention and working conditions, teleworking, employee savings and professional equality in the Distribution division.

Turning difference into strength, the testimony of Théo Curin

Following on from its awareness-raising actions in favour of inclusion, the Altice France group welcomed the swimmer Théo Curin for a conference, followed by more than 900 employees live or in replay on all sites in France. A poignant and inspiring testimony in which Theo shared his acceptance of his disability, his resilience through swimming and his achievement as an actor, columnist and model.



Representation of disability on the air

Altice Media is the first media group in France to report annually to the broadcasting regulator (Arcom, ex-CSA) on its treatment of disability on its stations. It provided an assessment of the representation of disability in 2022, listing 450 different treatments, on its national and regional stations. This survey shows a great deal of wealth, both in terms of the themes addressed and the methods of treatment.

This annual report makes it possible to follow the evolution of these themes and demonstrates the strong commitment of the Media division to the issue of the representation of disability on its channels.

Establishment of Working Conditions Observatory

An agreement was signed in July 2022 providing for the establishment of a Working Conditions Observatory within the SFR SEU. This agreement follows on from the Voluntary Departure Plan which ran until March 2022 and aims to prevent occupational health risks for the group’s employees.

The Observatory is made up of equal numbers of staff and management representatives and is accompanied by a consultancy firm offering the necessary guarantees of independence. Its tasks consist of monitoring the Voluntary Departure Plan, monitoring the deployment of the organisational development project and defining a risk analysis methodology that can be transposed to any organisational development project.

II. 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.

Thanks to negotiations with the social partners, the agreement on the mandatory annual negotiations has completed the agreements still in force and signed in previous years on the following topics: modulation and endorsement, social dialogue, social and economic committees (SEC), participation, professional equality and quality of life at work.

Finally, in Senegal, Côte d’Ivoire and Cameroon, Intelcia adheres to collective agreements that provide a framework for the social guarantees available to its employees :

- ◆ national collective agreement on trade in Senegal ;
- ◆ interprofessional collective agreement of Côte d’Ivoire ;
- ◆ national collective agreement for telecommunications and related activities in Cameroon.



Work organisation and remuneration within the Altice France group

I. Work organisation

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 divisions

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 are also entitled to leave for family events (marriage, death, moving house, sick child, etc.) and also have the possibility to open a Time Savings Account in order to accumulate paid leave rights.

In order to support the company’s digital transformation and recent changes in working methods, the Altice France group changed its teleworking policy during the year, increasing it to two days a week and extending it to a larger number of beneficiaries, for example work-study students or employees working in the field in 2x8.

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.

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.

Against a backdrop of inflation and the purchasing power crisis, all employees in the Telecoms and Media divisions received two exceptional bonuses in 2022 (at the beginning and end of the year), as well as an additional employee savings plan.

In addition, a new competitive and innovative employee savings solution has been introduced for the employees of the Telecoms division. Entrusted to Natixis Interépargne, this solution offers a range of competitive financial products enabling employees to invest in Socially Responsible Investment Funds, in line with their values. In addition, powerful tools and functionalities are put in place, such as a savings account aggregator or an online decision support tool to facilitate the process.



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 advisors are usually higher than the local Minimum Growth Wage (SMIC) in each country, such 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 to assist employees in such events; In Senegal, Côte d’Ivoire and Cameroon, private medical cover that is more advantageous than that provided by the State has been introduced.

Living well together

I. Living well together within the Telecoms and Media divisions

Support, prevention and awareness-raising measures

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.



Time for discussion and sharing throughout the year

The Telecoms and Media divisions have set up a number of actions to encourage exchanges with employees and share with them the company's project, strategy and results :

- ◆ regular exchanges are organised between the members of the Executive Committee and the 500 top managers of the group ;
- ◆ internal podcasts are broadcast each month, giving the floor to the managers of the Telecoms and Media divisions. Designed on the basis of employees' questions, these meetings (to watch or listen to) provide an opportunity for regular exchanges on the group's current affairs, innovations and well-being in the workplace ;
- ◆ the annual «Altice France & Vous» survey enables employees of the Telecoms and Media divisions to share their perception of the company and their working environment, and to measure the level of commitment of the teams.



Altice Party, evening gatherings all over France

In June 2022, the Altice France group organised events to bring together the employees of the Telecoms and Media divisions throughout France. 14 parties were held, from La Réunion to Toulouse, via the Altice Campus in Paris, allowing employees to share a unique, festive and convivial moment.

Promotion of physical and sports activities

Aware of the importance of the health and physical well-being of employees, the Altice France group supports the promotion of sporting activity through several concrete actions :

- ◆ sponsor of the SFR sports association to enable employee members to benefit from sports courses and to meet around sporting challenges ;
- ◆ commitment of our channels in operations to promote sport, in particular the fight against doping and the promotion of women's sport ;
- ◆ through the two challenges initiated by Mission Handicap in 2022, nearly 1,500 employees embarked on a walking challenge over several weeks. The 2 challenges in a few statistics: more than 324,000,000 steps taken, i.e. an average of 8,878 steps per day per participating employee over the duration of the challenge.

II. At Intelcia, living well together is based on the training of managers and the dissemination of the group'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 «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, the group's «Best In adventure» initiative, aimed at valuing and recognising the best employees, is being implemented: to identify the best employees through an objective challenge and reward 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 whole of Intelcia, 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 advisors 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, sports activities and bonding

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 ;
- ◆ 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 ;
- ◆ **#IntelciaTalks** programme : meeting inspirational personalities.



After a pilot in 2021, Intelcia launched «In The Move» in 2022, a flagship initiative to improve the well-being of its employees. This all-in-one programme gives employees access to a dedicated digital platform that includes a wide range of services :

- ◆ sports courses ;
- ◆ webinars with experts in sport, nutrition and psychology, among others ;
- ◆ regular articles offering advice on nutrition, well-being and sports activities in particular ;
- ◆ challenges and workshops on the theme of well-being.

With In The Move, Intelcia promotes a healthy lifestyle and sports activities among its employees.

In parallel, Intelcia employees participated in several sporting events throughout the year, which enabled Intelcia Morocco to be elected Sports Company of the Year by the Moroccan Federation of Sports Professionals at the Morocco Sports Awards ceremony.



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

- ◆ several forums for sharing company news with Group 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 ;
- ◆ a corporate radio station, InRadio, which broadcasts to 8 countries, with 17 programmes per week ;
- ◆ the Ambassador programme or Intelcia Advocacy Programme : 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 (copy-writing, basic storytelling rules, use of platforms for visual design, etc.) and convivial events (shooting, afterwork, etc.).

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

In order to reduce environmental, social and ethical risks throughout the supply chain and to create value for all stakeholders, the Telecoms and Media divisions adopted a responsible purchasing policy in 2021. This evolving and voluntary policy is reviewed each year to reflect the group's commitments as closely as possible, particularly in environmental matters, and to disseminate practices related to social responsibility. It is divided into three areas.

- 1. Purchasing more responsible products and services and reducing environmental impacts
- 2. Creating an ecosystem of committed suppliers
- 3. Building relationships that respect applicable legislation

Purchasing more responsible products and services and reducing environmental impacts

- ◆ define objectives for the implementation of the Group's CSR commitments through its purchasing ;
- ◆ Identify the activities that generate the most CO₂ emissions and implement reduction plans for the purchase of the products and services concerned ;
- ◆ purchase more energy-efficient network equipment ;
- ◆ promote the circular economy through the products offered to customers ;
- ◆ train the entire purchasing department in responsible purchasing and the group's CSR commitments by 2025.

More responsible service delivery

The Altice France group is committed to reducing the carbon footprint of the products and services it offers and to working towards a more responsible digital environment. The CO₂ emissions related to electricity consumption account for the majority of total CO₂ emissions of scopes 1 and 2. The deployment of 5G and the evolution of digital uses mechanically increase these emissions. This is why the Altice France group's Telecoms division has set up a renewable energy purchasing scheme to power its network. In addition, the Altice France group is keen to instil best production practices within its ecosystem of suppliers by setting up a monitoring system for their CSR performance.

Increasing the share of renewable energy in the group's energy mix.

Creating an ecosystem of committed suppliers

- ◆ making the social and environmental policy of suppliers a selection and monitoring criterion ;
- ◆ supporting suppliers in implementing socially and environmentally responsible practices ;
- ◆ Implementing a regulatory monitoring system and ensuring compliance by interested parties ;
- ◆ formalising the commitment of suppliers through a CSR annex attached to all contracts ;
- ◆ protected sector and work integration ;
- ◆ favouring suppliers who have been labelled for their performance and their responsible commitments.

Regularly evaluate strategic suppliers

As part of a continuous improvement process, the Telecoms and Media divisions have set up an annual evaluation process for their suppliers and strategic service providers. It is oriented around four components: commercial, operational, CSR and safety. Partners are audited on their social, environmental, ethical or broader social responsibility measures and actions through the verification of evidence associated with their performance. If necessary, the purchasing department follows up on corrective actions by 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.

Since 2016, 355 supplier evaluations have been conducted

Integrating social and environmental criteria in the selection of suppliers

Systematically appended to all framework contracts signed by the Telecoms and Media divisions, the CSR annex commits suppliers and service providers to respecting and complying with the provisions of the United Nations Global Compact concerning respect for human rights, working conditions, the environment and the fight against corruption.

By 2025, all supplier audits will include environmental, social and ethical criteria

Building relationships that respect existing legislation

- ◆ establish an ongoing dialogue and a sustainable relationship with suppliers ;
- ◆ fight against corruption and influence peddling ;
- ◆ promote and respect human rights within the group’s sphere of influence ;
- ◆ fight discrimination and promote diversity ;
- ◆ ensure financial fairness to suppliers ;
- ◆ listen to and maintain an ongoing dialogue with stakeholders ;
- ◆ provide regular visibility on the group’s CSR orientations and strategy to interested parties.

Ensuring financial fairness to suppliers

The Telecoms and Media divisions of the Altice France group have 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 and Media divisions also work to combat economic dependency and analyse the supplier dependency rate every year. In case of proven dependency, corrective actions are implemented.

Identify SMEs and VSEs and prioritise their payment in the event of a cash shortage.



Zero tolerance with regard to corruption and influence peddling



As part of its ethical and responsible approach, the Altice France group attaches particular importance to this subject. The Altice France group therefore applies a « zero tolerance » principle to corruption and influence peddling, in all its forms and for all its activities. More specifically and in accordance with the provisions of Law no. 2016-1691 of 9 December 2016 on 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 set up a programme to fight against corruption and influence peddling, which contains the following measures :

- ◆ an anti-corruption code of conduct which defines and illustrates the different behaviour to prohibit as likely to characterise acts of corruption or influence peddling. This code is appended to the internal regulations of the various companies in the group and is available on the group's intranet. The anti-corruption code of conduct is supplemented by a practical anti-corruption guide to assist business teams in their daily activities ;
- ◆ a disciplinary regime to sanction the company's employees in case of violation of the anti-corruption code of conduct of the company concerned ;
- ◆ an internal whistleblowing system to enable the collection of reports from internal and external employees concerning the existence of conduct or situations in violation of the law and/or the company's anti-corruption code of conduct. For the Telecoms and Media divisions, this system takes the form of a dedicated mailbox managed by the Compliance Officer ;
- ◆ an anti-corruption risk map designed to identify, analyse and prioritise the risks of exposure of the Altice France group to external solicitations for the purposes of corruption, according to the business sectors and geographical areas in which the group operates. The major pillar on which the anti-corruption programme is based, the mapping of the Altice France Group's anti-corruption risks is carried out by the Compliance Department, which proposes its updating to the management body ;
- ◆ a procedure for assessing customers, first-tier suppliers and intermediaries against the risks identified by the anti-corruption risk map. The Compliance Department, together with the Purchasing Department, has deployed a digital third-party assessment platform, thus enabling a preliminary analysis of the compliance of its third parties before they are listed ;

- ◆ accounting controls dedicated to the detection of corruption and influence peddling, implemented by the Financial Affairs Department ;
- ◆ a training programme for executives and staff who are the most exposed to risks of corruption and influence peddling, The Compliance Department deployed an awareness campaign in 2020 for all employees via e-learning and specific training. A new awareness-raising session is planned for 2023. In addition, all Altice France group employees have access to the Intranet page dedicated to group compliance. This dedicated space recalls the group's policy on the fight against corruption and influence peddling, notably through a video of the governing body, and provides employees with the group's documentation on these subjects (Anti-corruption Code of Conduct, Code of Ethics and Commitment, internal whistleblowing system, practical guide, etc.) ;
- ◆ an internal system to control and evaluate the measures implemented.



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

I. For ethical data governance

Information security within the Altice France group

The Altice France group has a formalised General Information Security Policy (GISP) which constitutes the reference framework for all the activities of its subsidiaries. Based on ISO 27001, it defines responsibilities, specifies objectives and sets out general principles for information security.



This policy is reviewed regularly to take into account changes in information security and is validated by the General Management. It defines the governance, consisting of security committees that are held at several levels of the organisation up to the General Management, on a recurring and ad hoc basis depending on current events. Thus, the group security committee, which oversees information security at the decision-making level and of which General Management is a member, relies on operational security committees specific to each group entity. These operational committees meet under the impetus of their Information Systems Security Officers (CISOs) within the various group departments. This governance structure allows for shared risk management at the highest level and the allocation of the necessary resources for security. This has enabled security budgets to increase in line with the evolution of risks. The ISO 27001 standard serves as the basis for security management within the Altice France group. This approach includes, in particular :

- ◆ the development of Local Information Security Policies (LISP) for the different perimeters of the group. Security guidelines and procedures complete the security framework, which is widely accessible to trained and aware employees ;
- ◆ the PDCA (Plan-Do-Check-Act) model. This is used to maintain and continuously improve the effectiveness of these security-related management processes ;
- ◆ an organisation that is both centralised (development of synergies) and close to employees: CISO in each of the group's entities, supported by a network of security correspondents close to the operational staff ;
- ◆ a «Defence in depth» approach applying several different types of devices: technical and organisational, preventive, defensive and reactive (such as the 24/7 Operational Security Centre, backed up by an on-call system and tested incident and crisis management plans) ;
- ◆ a control of the means deployed, from several angles: tests (penetration tests, robustness tests, phishing attempts, etc.) internal audits, security audits by third party experts. These audits are carried out according to the risks and perimeters identified each year. In particular, 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 can concern both the operator network and the information system.

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 ANSSI. In addition, in order to control certain fundamental clauses of the PGSI, the security teams of the Altice France group have established a close collaboration with the State services, in order to carry out a monthly control of the critical systems of the group taking advantage of the automatic verification software.

The Altice France group, which itself markets advanced security offers, benefits from expertise and tools that are as close as possible to the realities on the ground, challenged by its customers. Security monitoring is permanent, supported by internal and external mechanisms (suppliers, working groups or standardisation, feedback, etc.) and allows the maintenance of a secure condition with regard to risks.

The protection of personal data, a key issue for the Altice France group

In view of the very significant regulatory and case law news this year on the protection of personal data, the Altice France group has endeavoured to maintain or strengthen existing compliance mechanisms and to initiate working groups on the topics in line with the regulatory and case law news. In concrete terms, the Altice France group pursued or undertook the following actions during 2022 :

- ◆ strengthened compliance governance by identifying new relays, in particular in the perimeter of human resources, the purchasing department and the network department in relation to the business departments concerned under the aegis of the group’s Data Protection Officer (DPO). In accordance with the compliance system defined for the group, the new relays follow a dedicated training course enabling them to master the challenges of the regulations on personal data protection ;
- ◆ training (internal and external) and awareness-raising for employees of the Telecoms and Media divisions through the organisation of thematic workshops with the DPO team and the relays, as well as access to the General Data Protection Regulation (GDPR) e-learning accessible to all. This awareness-raising is also organised in the form of regular reminders to Intelcia teams ;
- ◆ updating and monitoring of the processing map to identify the level of risk and prioritise actions ;
- ◆ the sharing and systematic application by the group’s business divisions of the compliance analysis process for all new processing or contracts, as well as the identification of the actions or formalities required by the DPO department in relation to the relevant relays ;
- ◆ monitoring and updating, if necessary, of compliance working groups open to all group entities, some of which, such as Intelcia, have a group specific to their activities. These working groups deal with the implementation of principles relating to the processing of personal data and may be redefined or set up in the light of changes in regulations, case law decisions or themes defined by the data protection authorities, in particular the French Data Protection Authority (Commission nationale de l’informatique et des libertés (CNIL) ;
- ◆ greater involvement of business units in carrying out formalities, for example, keeping registers or carrying out impact assessments ;
- ◆ identification of compliance audit trails, the feedback from which is shared with the management body, and implementation of the resulting action plans.

The complexity of the processing carried out by the Altice France group makes the protection of personal data a priority, with a commitment at all levels, from the management body to the employees, and actions that are sustainable.



Raising awareness and training employees

Information security awareness and training are key issues for the Altice France group. Various means are put in place to cover all employees and provide them with the necessary knowledge of cybersecurity, depending on their job.

Regular awareness sessions and continuous training in data security

In recent years, raising awareness of data security among employees has become a crucial issue. Formats and content have evolved to adapt to all employees and to provide up-to-date and accurate information. A first e-learning awareness programme was launched in 2021 for all employees of the Telecoms and Media divisions. Based on this experience, a new e-learning pathway was rolled out in December 2022. Based on a market solution adapted to the specificities of the company, it covers the essentials of cyber security. In December alone, more than 1,200 employees had already completed the awareness-raising course, representing 16% of the target population.

A mandatory e-learning course on cybersecurity essentials.

In addition to this e-learning, targeted face-to-face or distance learning sessions are offered and organised several times a year. Information security awareness is an integral part of the induction course followed by all new employees.

The content of the awareness-raising sessions is reviewed each year to include the latest issues and examples. A generalist section deals with all the cybersecurity risks in companies and the best practices for minimising these risks, while supplements adapted to the business lines are added for the more specific sessions.

In order to measure the maturity of employees, phishing exercises are carried out: attempt to retrieve identifiers, booby-trapped attachments, etc. Some are dedicated to groups of activities exposed to specific risks such as financial functions (e.g.: CEO fraud).

In addition to these awareness-raising programmes, the Telecoms and Media divisions of the Altice France group have trained an average of 400 employees per year over the last three years on business aspects related to information security and cybersecurity (manufacturer training, ISO 27001, development, operating systems, etc.).



Cybermonth : a privileged moment to learn

Since 2019, the Telecoms and Media divisions of the Altice France group have been echoing Cybermonth, an initiative launched by the European Network and Information Security Agency (ENISA⁽¹⁾) in Europe and relayed by ANSSI in France. The month of October is thus a highlight of cyber culture. Information security is highlighted through a specific communication device and reinforced throughout the month :

- ◆ display on the screens in the premises ;
- ◆ kakemonos at building entrances ;
- ◆ thematic articles published on the group intranet ;
- ◆ organisation of a quiz with prizes.

The Altice France group organises conferences led by external speakers, in order to vary the angles of view. The 2022 programming included for example :

- ◆ a round table on the cyber dimension of the Russian-Ukrainian conflict ;
- ◆ the intervention of the Command of the Gendarmerie in Cyberspace ;
- ◆ the testimony of a media actor who was a victim of a cyber attack.

Representatives of ANSSI, CISOs, specialists in Open Source Intelligence (OSINT), or experts in Information Security, came to talk about cybersecurity at the Altice Campus.

These interventions are broadcast live so that each employee can access them, regardless of their place of work, and some are made available in replay. More than 1,500 employees attended the conferences organised for Cyber Month 2022.

Workshops and demonstrations are also organised so that employees can experience and understand concepts such as OSINT, identity theft or wifi interception in practice.




MOIS DE LA CYBERSÉCURITÉ

DU 3 AU 31 OCTOBRE 2022

T'ES VRAIMENT SÛR DE VOULOIR OUVRIR
LES PORTES POUR LE FAIRE ENTRER CHEZ NOUS ?



LA CYBERSÉCURITÉ & VOUS

**Vos rendez-vous d'octobre pour déjouer
les attaques informatiques et mieux nous protéger.**

Cycle d'événements internes
Sous forme de table ronde, de conférences, d'atelier, de stand
 « pause cyber » à l'Altice Campus, aux côtés de partenaires d'exception :
 Commandement de la Gendarmerie dans le Cyberspace, École de Guerre
 Économique, TV5Monde, Pôle d'Excellence Cyber...

Quiz
Testez vos connaissances et tentez de remporter un casque audio
 à conduction osseuse Shokz Openrun Pro ou un abonnement
 de 6 mois à RMC Sport 100% digital.

PLUS D'INFORMATION SUR LE MOIS
DE LA CYBERSÉCURITÉ DANS L'INTRANET
ET SUR LES ÉCRANS TV INTERNES



SFR RMC BFM

(1) ENISA is the European Network and Information Security Agency

SFR Réunion, mobilising to meet the environmental and societal challenges of the overseas territories

A subsidiary of SFR, Société Réunionnaise du Radiotéléphone (SFR Réunion) has been a telecommunications operator in Réunion and Mayotte since 1994, notably under the brand name SFR Réunion.



« SFR Réunion's early awareness of environmental and societal issues makes our company a major player in CSR in the overseas territories. Thanks to its involvement in the local economy and its control of energy and resource consumption, but also thanks to the dynamism of all its employees, SFR Réunion is committed to responsible management of its business. »

YVES GAUVIN
Deputy Managing Director

Controlled electricity consumption: a challenge met

In the group's overseas territories, energy production is mainly based on fossil fuels. Optimising energy consumption is therefore a priority for SFR Réunion in order to control its carbon footprint.

Its energy consumption is mainly related to the operation of the network and the technical sites. They account for more than 80 % of the total electricity bill.

In accordance with its commitments linked to the ISO 50001 certification of its network, SFR Réunion is developing an energy policy by carrying out improvement actions on its technical sites, such as :

- ♦ optimising the distribution of cold in the data centres by renewing the fleet of refrigeration equipment that consumes less energy and uses less polluting refrigerants ;
- ♦ energy optimisation of radio sites through more efficient planning of data exchange between mobile stations and users. This action made it possible to achieve a saving of at least 3% on Mayotte.

**Average PUE of SFR
Réunion network
sites: 1.65**

These actions make it possible to control energy consumption and to support the technical developments necessary to respond effectively to new customer uses.

On the tertiary sites, the partnership with the SEIZE programme makes it possible to continue raising awareness of eco-actions among employees. The implementation of tools for remote monitoring of electricity consumption, hydrometry rates and site temperatures is part of SFR Réunion's action plan to reduce energy consumption.

SFR Réunion's After-Sales Service for responsible and sustainable consumption

SFR Réunion has its own after-sales service for fixed and mobile equipment. Its purpose is twofold :

- ♦ offer customers the opportunity to extend the life of their equipment and adopt a sustainable consumption pattern ;
- ♦ repair, recycle and re-inject all equipment that is still operational into the production circuit in order to combat the depletion of natural resources, while also reducing the amount of electrical and electronic equipment waste.

These actions allow a recovery rate of 93% of fixed equipment to be achieved and 95% of the accessories to be reinjected into the network.

These results were made possible by the commitment of the employees, the training plan dedicated to reconditioning and the investments made to equip the company with the necessary tools for the treatment of electrical and electronic equipment. The impact is positive: the opening of local after-sales services creates jobs and boosts the local economy. In addition, local reconditioning avoids the emissions associated with transporting equipment to processing centres located several thousand kilometres away.

Responsible and sustainable consumption is one of the fundamental principles of the circular economy, which SFR Réunion places at the heart of its CSR commitments.

Local involvement, a vector of social inclusion

I. Professional integration of people with disabilities

SFR Réunion is part of the Network of Disability Officers in Réunion and Mayotte. The company took part, in the category of 50 employees or more, in the 1st Handi Challenge organised on 15 November 2022 by the Association de gestion du fonds pour l'insertion des personnes handicapées (Agefiph) and by the communication agency Com/ une différence. During this event, employees were made aware of disabilities at work thanks to an inter-company virtual escape game.



Each year, SFR Réunion also takes part in DuoDay, a national day for the integration of people with disabilities into the workforce. This is an event that allows a person with a disability to spend a day in a professional environment, in a company, an association or an administration, in order to observe the work of an employee and to participate in their daily tasks.

SFR Réunion participates in job dating organised by Agefiph's Resource Handicap Training Department to enable people with disabilities to achieve professional success.

II. Professional integration of young people

SFR Réunion is committed to professional equality and equal opportunities via the ATTITUDES PRO scheme. This programme is one of the winners of the government's call for projects entitled «100% inclusion» launched at national level as part of the Skills Investment Plan. At local level, it is supported by a consortium of local missions, municipalities and associations such as the Association Locale d'Insertion par l'Economique (ALIE).

For SFR Réunion, it is a question of welcoming young people aged 18 to 25 for periods of immersion in companies to enable them to prepare their professional project.

The beneficiaries are monitored during this support period by a multidisciplinary educational team consisting of coaches, course managers, trainers and a company relations officer.

SFR Business

Performance and commitment to customers



EMMANUEL PUGLIESI
Executive Director SFR Business

« For more than 20 years, SFR has been committed to a Corporate Social Responsibility approach to the challenges of digital and ecological transitions. Aware of its responsibility as a business partner, SFR Business is fully committed to this approach and applies it to the specific challenges of B2B, in line with its customers' requirements.

The services offered to companies benefit from a controlled carbon impact thanks to energy optimisation measures for the network and SFR datacenters. In addition, we are committed to optimising the recovery and re-use of fixed and mobile equipment.

Cyber threats are increasing in number, complexity and sophistication. They are among the main concerns of companies. In order to better support them in securing all of their activities, we ensure that security is integrated into the design of our offers and that we propose a complete range of scalable cybersecurity offers in order to constantly adapt to new uses and risks.

We attach particular importance to respecting business ethics with all our partners. In order to contribute to our B2B customers' compliance with their own CSR commitments, we are implementing an ambitious Responsible Purchasing Policy with our suppliers.

Our organisation is focused on our customers and their satisfaction. This is why we include customer experience monitoring in the key performance indicators of all our businesses.

The quality of our services is based on the expertise of our teams. I am particularly proud that SFR Business welcomed more than 130 new employees and more than 100 new work-study students in 2022, on whom we are counting to boost and stimulate innovation for our customers. »



Agility at the heart of your business

I. Environment

SFR Business, a stakeholder in the «I'm moving forward with Altice» (J'avance avec Altice) action plan for the ecological transition

Improved energy performance of infrastructures

All network sites are ISO 50001 certified. The renewal of fixed and mobile network equipment is based on more energy-efficient solutions. The mobile network has a traffic-optimised architecture and settings and uses less carbon-based energy. The air conditioning of the data centers is optimised, the sites are redesigned, with the least energy-efficient equipment being switched off.

A reduction in transport and logistics emissions

SFR is committed to the FRET21 scheme. After calculating the emissions linked to logistical transport, SFR Business launches actions such as the use of biofuels, the pooling of loads and journeys, and the choice of less emissive transport.

Design of offers integrating environmental criteria

When designing its offers, SFR Business favours the use of low-energy equipment (with equal performance).

For its networks, SFR organises the recovery, reuse and recycling of dismantled equipment. In 2022, almost 400 tonnes of CO2 were avoided as a result of these treatments.

SFR Business is ISO 14001 certified for the management of the recovery, reuse and recycling of customer equipment (mobile, fixed, service) :

- ◆ for mobile services, SFR Business offers its customers :
 - ◆ phone trade-in: sale on the SFR Business trade-in platform with partner reconditioners ;
 - ◆ donations to the Ateliers du Bocage, a member of the Emmaüs movement, which runs solidarity shops and finances solidarity economy initiatives.
- ◆ as regards fixed and service equipment, SFR Business recovers them from the customer sites. They are then reused or recycled by a specialist partner.



CÉDRIC BRETEL
Logistics Manager
Reverse SFR

« Our actions in favor of reuse allow us to recondition more than 70% of our recovered equipment(1). 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 2022, our optimisation actions resulted in a 16% reduction in CO2 emissions per item of equipment transported(2), compared to 2021 »



19 541
telephones traded in
or donated

(1) For the fixed perimeter on the basis of identified equipment

(2) On the perimeter of recovery and management of waste electrical and electronic equipment and services from B2B

II. Customer satisfaction

Customer Satisfaction Mission

As part of the group’s approach to customer satisfaction (the «Customer Satisfaction Mission» project), SFR Business launched an improvement programme at the beginning of 2022 involving all the business lines, with the following themes :

- ◆ the offer: propose a reliable and adapted offer, sold by experts ;
- ◆ deployment: carry out a fast and professional deployment ;
- ◆ changes: manage change requests in a simple and efficient way ;
- ◆ the network: access a stable and extensive fixed and mobile network ;
- ◆ customer service: ensure fast, efficient and personalised treatment.

The escalation of **employees’ ideas and the analysis of customer feedback** led to the selection of more than **50 action plans**, with objectives and a measurement system based on **customer satisfaction indices and operational indicators**. The progress of the project and the milestones reached are shared monthly within the SFR Business teams.

These actions targeted at the main customer irritants led to an increase in the customer relationship satisfaction index of two points between December 2021 and December 2022.

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) The Altice France group is certified for the Management of telecommunication activities: deployment, operation and maintenance of SFR, SFR Fibre, Completel and SRR network sites.

(2) SFR Business is certified on the perimeter « Manage the recovery, reuse and recycling of customer equipment (Fixed, Service, Mobile).

(3) SFR BUSINESS Certified by Afnor ISO 27001:2017 for the following activities: PROVISION OF SERVICES, CLOUD COMPUTING (CLOUD V3) AND COLOCATION HOSTING SERVICES IN DATA CENTRES. DECLARATION OF APPLICABILITY of 25/11/2022 and is deployed on the following sites: Altice Campus and the data centres in Bordeaux, Courbevoie, Val-de-Reuil, Vénissieux, Strasbourg and Trappes.

(4) FR BUSINESS Certified by Afnor according to the HDS 1.1 CERTIFICATION REFERENCE - May 2018 for the activities (1 to 5) of PHYSICAL INFRASTRUCTURE HOST AND HOST FACILITIES MANAGER and is deployed on the following sites: Altice Campus, and the datacenters of Bordeaux, Courbevoie, Val-de-Reuil, Vénissieux and Trappes.

III. Human Resources

As part of the group’s policy in favour of apprenticeships, nearly 150 apprentices are present at SFR Business. The year 2022 was also marked by a strong recruitment drive at SFR Business. Indeed, nearly 120 permanent hires were recorded this year, in a context of strong tension in the job market.

In its particularly specialised field of activity, SFR Business strives to strengthen the expertise of its employees through appropriate training. In 2022 :

- ◆ 1 331 employees trained ;
- ◆ 2 460 training courses attended ;
- ◆ 29,792 hours of training ;
- ◆ i.e. an average of 22 hours of training per employee.

SFR Business has 600 experts in Cybersecurity, Unified Communications and Enterprise Networking solutions with individual certifications from leading publisher/developer partners on the market.

IV. Cybersecurity



MATTHIEU HENNEBO
SFR Business Information Security Officer

« The continued growth of the threat to private companies and public bodies, the ever-increasing importance of information systems in the life of these companies and organisations and the very rapid development of technologies now require us to take a constant approach to raising the level of security of the means of protecting our information systems and service offerings to our customers. »

SFR Business must ensure the continuity of its activities, the protection of its customers, compliance with the legal, regulatory and contractual obligations applicable to it, ensure the security of its offers and services and ensure the protection of the information it manages, particularly that of its customers. In this context, SFR Business implements measures to protect itself against human error, malicious intent and fraud, both internally and externally (customers/suppliers/partners). SFR Business also ensures its compliance with the standards for which it is certified: ISO 27001 and Health Data Host (HDS).

Information security is organised along 4 axes :

- ◆ securing our IS and our offers (Security By Design) ;
- ◆ compliance with regulatory and contractual imperatives ;
- ◆ assimilation of ISS-GDPR compliance-BCP principles by our employees ;
- ◆ providing our B2B customers with evidence of compliance and safety.

V. Business ethics

Fight against corruption and influence peddling

SFR Business attaches particular importance to the fight against corruption and influence peddling and **guarantees business ethics to its customers**. SFR Business benefits from the **Altice France group’s compliance programme, which includes the eight pillars of the Sapin 2 law**, but also compliance with national and international legislation.

Anti-Corruption Code of Conduct, Code of Ethics and Commitments

As part of the fight against corruption and influence peddling, SFR has appended an Anti-Corruption Code of Conduct to its internal regulations. This code defines and illustrates through examples the behaviours that can prevent the risks of corruption and influence peddling.

A Code of Ethics and Commitments has also been put in place and applies by extension to all SFR Business employees. It defines the group’s values and the commitments made to respect them and ensure that they are respected. This document can be consulted by everyone on the Altice France group’s institutional website and on the SFR intranet. SFR Business employees, by virtue of their activity, are integrated into the systems described in detail on p.56.

Responsible purchasing

SFR Business benefits from the group’s responsible purchasing policy, which is committed to acting in accordance with sustainable development objectives through four themes: human rights, labour standards, the environment and the fight against corruption.

This policy is structured around three axes :

◆ buy more responsible products and services and reduce the environmental impacts

SFR is committed to training all of its buyers in responsible purchasing by 2025 and to promoting the circular economy through the products and services offered to customers.

◆ getting involved with committed suppliers

SFR ensures that its suppliers respect its values through monitoring and evaluation processes, systematic sharing of the Code of Ethics and Commitment and the CSR appendix.

◆ maintain balanced and compliant relationships

SFR has implemented the Altice France Anti-Corruption Programme, which notably includes a procedure for assessing the compliance of third parties, including suppliers and customers. This procedure enables SFR Business to protect itself from the risks of corruption and influence peddling that may result from its contractual relationships. SFR Business customers and partners thus benefit from all the responsible purchasing systems described in detail on p.54-55.

Index

ADEME : Environment and Energy Management Agency	SO : International Organization for Standardization
AFA : French Anti-Corruption Agency	LED : Light-Emitting Diode
AGEFIPH : Association managing the fund for the professional integration of people with disabilities	Loi AGECE : Anti-Waste Law for a Circular Economy
ALIE : Local Association for Economic Integration	LTE-M : Long-Term Evolution for Machines
ANAPEC : National Association for the Promotion of Employment and Skills (Morocco)	NAO : Compulsory Annual Negotiations
ANSSI : National Agency for Information Systems Security	NB-IoT : Narrow-Band Internet of Things
ARCEP : Regulatory Authority for Electronic Communications, Postal Services and Press Distribution	NQT : Nos Quartiers ont du Talent
ARCOM : Authority for the Regulation of Audiovisual and Digital Communication (formerly CSA)	SDGs : Sustainable Development Goals
AUTF : Association of Freight Transport Users	OFTPP : : Office for Vocational Training and Work Promotion
BPO : Business Process Outsourcing	OJT : On Job Training
CAF : Family Allowance Fund	NFB : National Forestry Office
CDD : Fixed-term employment contract	UN : United Nations
CDI : Permanent employment contract	OSINT : Open Source Intelligence
CNIL : French Data Protection Agency	PDCA : Plan-Do-Check-Act
COP : Conference of the Parties	GISP : General Information Security Policy
CO₂ : Carbon dioxide	LISS : Local Information Security Policy
CROUS : Regional Centre for University and School Works	SME : Small or Medium-sized Enterprises
CSA : Superior Audiovisual Council (now ARCOM)	POE : Operational Preparation for Individual Employment
SEC : Social and Economic Committee	GWP : Global Warming Potential
DPO : Data Protection Officer	PUE : Power Usage Effectiveness indicator
ENISA : European Network and Information Security Agency	GDPR : General Data Protection Regulation
EPEAT : Electronic Product Environmental Assessment Tool	CSR : Corporate Social Responsibility
ESG : Environment, Social and Governance	CISO : Chief Information Security Officer
FTTB : Fiber To The Building	SAV : After-sales Service
FTTH : Fiber To The Home	SDWAN : Software-Defined Wide Area Network
GIEC : : Intergovernmental Panel on Climate Change	ESDW : European Sustainable Development Week
ICPE : : Facilities Classified for the Protection of the Environment	SMIC : Minimum Growth Wage
INR : Institute of Digital Responsibility	VSE : Very Small Enterprises
IT : Information Technology	

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 :

- ◆ A 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 ISO 26000 standard

The list of issues assessed in the Altice France Group's dual materiality matrix was defined on the basis of the seven principles (or core issues) of the ISO 26000 standard on corporate social responsibility. Therefore, the non-financial reporting proposed in this document addresses all the significant assessed issues of the standard.

III. 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).

IV. Calculation methodology for greenhouse gas emissions

Historically, the Telecoms and Media divisions of the Altice France group calculate their greenhouse gas emissions according to the Green House Gas Protocol (GhG Protocol) methodology. A translation table between this methodology and the French Bilan Carbone methodology is available below :

	BILAN CARBONE METHODOLOGY		GHG PROTOCOL METHODOLOGY	
	TELECOMS DIVISION	MEDIA DIVISION	TELECOMS DIVISION	MEDIA DIVISION
Scope 1 (kg eq. CO ₂)	13,319,933	531,490	13,391,197	531,490
Scope 2 (kg eq. CO ₂)	50,396,739	432,344	46,628,891	432,344
Scope 3 (kg eq. CO ₂)	73,737,680	1,025,410	74,494,682	1,025,410

V. European green taxonomy

The Altice France group will be concerned in 2025 (for the fiscal year 2024) by the obligation to publish the eligible and aligned part of its turnover, its CAPEX and its OPEX with the environmental objectives defined by the European Union. In a proactive approach, the Altice France group is already mobilising to provide information in advance of the legal schedule.

Reporting perimeter

In its business model, the Altice France group presents its integrated strategy for all its business lines, i.e. the Telecoms, Media and Expertise divisions. The issues and objectives, as well as all the sections dedicated to the presentation of performances, are included this year, except where explicitly mentioned :

- ◆ 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 96.55% of its turnover and 82% of its workforce.

Through this reporting perimeter, the Altice France Group ensures that each of the business divisions (Telecoms, Media and Expertise) is represented and each year studies the opportunity to include new entities and proceeds with this when relevant. Entities that are not yet covered are being worked on to develop relevant reporting.

The « Telecoms » perimeter 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 includes the consolidated data of the entire NextRadioTV group.

The Expertise perimeter includes data from Intelcia's French-speaking market and is referred to as «Intelcia» in this document.

Reporting period

The data presented in this statement covers the activity of the entities concerned over the period from 1 January to 31 December 2022.

Key performance indicators and methodological specificities

Unless otherwise stated, the indicators presented below cover the Telecoms, Media and Intelcia perimeters.

I. 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 Telecoms perimeter.
- ◆ **5G coverage rate** : This indicator is calculated based on the rate of population covered by the number of 5G sites commissioned. The population coverage rate is calculated from the Pitney Bowes population base. Pitney Bowes collects current and comprehensive demographic data containing more than 8,200 variables, enabling it to make accurate estimates and projections. This indicator concerns the Telecoms perimeter only.
- ◆ **Number of marketable FTTH/FTTB socket** : this is the total number of fibre-eligible sockets (Fiber to the Home (FTTH) and Fiber to the Building (FTTB)), not including duplicates (FTTH and FTTB eligible sockets). This indicator concerns the Telecoms perimeter only.

II. 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 methodology for allocating fuel consumption between the Telecoms and Media divisions was changed in 2022. During 2022, SFR SA became the single fuel billing entity for the Telecoms and Media divisions. A ratio is calculated each quarter based on the number of vehicles belonging to the Media fleet and the Telecoms fleet, in order to reallocate the quarterly fuel consumption between the two business units.
- ◆ **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 only for the perimeter of the Telecoms network. They include theoretical leaks from the network's strategic sites, as well as a projection that takes into account the typology and criticality of other sites. Fuel consumption in mainland France for the month of December 2022 was estimated from the average of consumption in October and November 2022.
- ◆ **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. The consumption related to chilled water networks is obtained from the quantities invoiced. Electricity consumption is obtained by means of a reading taken directly at the delivery points, or thanks to the quantities invoiced for sites outside mainland France.
- ◆ **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 2022, part of the calculation of its Scope 3 greenhouse gas emissions. Scope 3, expressed in tonnes of CO2 equivalent, includes emissions related to energy not included in Scopes 1 and 2, emissions related to the business travel of the group's employees, a projection of the electricity consumption of the boxes and decoders used by the group's

customers, and emissions related to transport logistics of: the entire B2B on the one hand, and B2C on the other, from the arrival of the products in France to the first end customer. Emissions related to logistics transport are calculated as part of SFR's membership in the voluntary Fret21 scheme and therefore only concern part of the Telecoms perimeter. The logistics transport data is calculated on a rolling 12-month basis and therefore includes emissions from 1 July 2021 to 30 June 2022. Emissions are calculated from operational data using tools provided by Ademe and the Association of Freight Transport Users (AUTF) as part of the Fret21 scheme. 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 Telecoms and Media perimeters 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 :
 - tem 3: direct process emissions ;
 - Item 5: land use, change and forestry.

The following items are also excluded for the Intelcia perimeter :

- Item 4: direct fugitive emissions (refrigerants)
- Item 7: network energy consumption, excluding electricity (heat and chilled water networks)
- ◆ **Share of renewable energy in electricity consumption** : this is the consumption of renewable energy (purchased via guarantees of origin) as a proportion of the group's total electricity consumption.
- ◆ **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 Telecoms and Media perimeters only.
- ◆ **Share of reconditioned boxes** : the boxes (modems and/or decoders) are rented to SFR customers and recovered by the company at the end of each contract in order to be tested and then reconditioned. The share of reconditioned boxes is calculated from the ratio between the number of reconditioned boxes and the number of boxes tested in 2022. Boxes from generations too old to be marketed are not tested and are therefore excluded from the calculation. This indicator concerns the Telecoms 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 in physical shops and the volume of sales of mobile equipment eligible for trade-in in physical shops. Excluded are the perimeters of the SFR and REDbySFR online shops. This indicator concerns the Telecoms perimeter only.
- ◆ **Percentage of employees made aware of environmental issues** : this is the ratio between the number of employees who completed the «Digital Responsibility» course during the year 2022 and the total workforce as at 31/12/2022. Employees who started the course without completing it are excluded. This indicator concerns the Telecoms and Media perimeters.
- ◆ **Water consumption** : this is the sum of the water consumption of the Altice France group sites. For the Telecoms and Media divisions, this includes the operating consumption of sites housing employees and Espace SFR shops in La Réunion only. Excludes consumption in Espace SFR shops in mainland France. For Intelcia, in mainland France, only the consumption of the Marseille site is taken into account.

III. Societal data

- ◆ **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.
- ◆ **Projects and initiatives supported** : this is the sum of the projects and initiatives supported by Intelcia, including partnership and sponsorship actions, association support and support for social enterprises. Sponsorship actions are excluded. This indicator concerns the Intelcia perimeter only.
- ◆ **Number of beneficiaries of associative support** : this is the number of beneficiaries supported by the partner associations thanks to the financial sponsorship of the Media and Telecoms divisions.
- ◆ **Total number of engaged employees** : this is the number of employees who participated in one or more of the following initiatives in 2022: operations organised with partners (communities, associations, social enterprises, etc.), skills sponsorship, voluntary challenges (such as the «Mission Handicap» within the Telecoms and Media divisions).
- ◆ **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 Telecoms and Media perimeters only.
- ◆ **Amount paid as financial sponsorship** : this is the sum of monetary donations in Euros paid out by the SFR Foundation to its partner associations. This indicator concerns the Telecoms perimeter only.
- ◆ **Amount of sponsorship and local sponsoring actions** : this is the sum of the amounts (in Euros) spent in each country where Intelcia operates to support sponsorship and local sponsoring initiatives, such as cultural, sports, employability initiatives, etc. This indicator concerns the Intelcia perimeter only.
- ◆ **Rate of people who are alienated from the workplace among new hires** : this is the ratio between the number of people alienated from the workplace and the total number of hires over the year 2022, all contracts and types combined. People classified as alienated from the workplace are those recruited via agencies in the territory, such as the National Agency for the Promotion of Employment and Skills, Pôle Emploi, etc. This indicator concerns the Intelcia perimeter only.
- ◆ **Number of prepaid top-ups / gigas offered by SFR** : this is the number of prepaid top-ups / gigas offered by SFR in 2022 as part of its partnership with Emmaüs Connect, in order to fight against the digital divide.

IV. Employment data

- ◆ **Number of employees at the end of the period** : this is the total number of employees in the group as at 31 December 2022. This includes employees on permanent, fixed-term and work-study contracts, as well as contract suspensions. Trainees and temporary workers are excluded.
- ◆ **Number of permanent hires** : this is the number of employees recruited on permanent contracts in 2022. The conversion of fixed-term or work-study contracts into permanent contracts, as well as part-time contracts are taken into account.
- ◆ **Number of work-study students recruited** : this is the number of work-study students who started an apprenticeship or professionalisation contract during the year 2022. This indicator concerns the Telecoms and Media perimeters.
- ◆ **Conversion rate of work-study contracts into permanent or fixed-term contracts** : this is the ratio between the number of work-study contracts converted into permanent or fixed-term contracts over the year 2022 and the total number of work-study contracts ending in the same calendar year. This indicator concerns the Telecoms and Media perimeter only.
- ◆ **Share of employees aged 30 and under among new hires** : this is the share of employees aged 30 and under among total entries on permanent, fixed-term and work-study contracts. This indicator only concerns the Intelcia perimeter.

- ◆ **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 Telecoms and Media perimeters only.
- ◆ **Voluntary departure rate** : this is the total number of employees who left their job on their own initiative (resignations, job abandonment and trial periods interrupted on the initiative of the employee) between 1 January 2022 and 31 December 2022, divided by the total workforce as at 31 December 2022.
- ◆ **Frequency rate of workplace accidents** : this is the ratio between the total number of workplace accidents (with time off) and the total number of hours worked. This includes employees on permanent, fixed-term and work-study contracts. This indicator concerns the Telecoms and Media perimeters only.
- ◆ **Absenteeism rate** : this is the ratio between the number of calendar days of sick leave, leave following an accident at work or commuting accident, and the number of calendar days worked.
- ◆ **Share of promotions awarded to women on permanent contracts** : this is the share of promotions awarded to women on permanent contracts, as a proportion of the total number of employees on permanent contracts promoted during the year 2022. 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.
- ◆ **Gender equality in the workplace index** : this index is calculated from the Ministry of Labour's evaluation grid. The Index, out of 100 points, is calculated based on 4 to 5 indicators depending on whether the company has less or more than 250 employees :
 - the gender pay gap ;
 - the distribution gap for individual increases ;
 - the promotion distribution gap (only in companies with more than 250 employees) ;
 - the number of employees who received an increase after returning from maternity leave ;
 - parity among the 10 highest earners.

For more information: <https://travail-emploi.gouv.fr/droit-du-travail/egalite-professionnelle-discrimination-et-harcelement/indexegapro>

- ◆ **Number of employees with disabilities** : this is the number of employees with disabled-worker status (RQTH) working within the group at 31 December 2022. This indicator concerns the Telecoms, Media and Intelcia activities in metropolitan France.
- ◆ **Share of women among hires** : this is the ratio between the total number of women entering the workforce on permanent contracts, fixed-term contracts and work-study contracts, and the total number of entries into the workforce on permanent contracts, fixed-term contracts and work-study contracts over the year 2022. Both full-time and part-time contracts are taken into account.
- ◆ **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 31 December. 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 Telecoms, 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 (mainly conducted within the B2B Department and representing <1% of trained employees), except for that for the SFR Distribution perimeter which is included in the indicator.**
- ◆ **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 Telecoms, 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 (mainly conducted within the B2B Department and representing <1% of trained employees), except for that for the SFR Distribution perimeter which is included in the indicator.**

V. Business ethics and responsible purchasing data

- ◆ **Number of CSR evaluations carried out on suppliers** : this is the number of supplier evaluations that have included CSR criteria since 2016. This includes annual supplier evaluations by the purchasing teams (including CSR criteria), and specific CSR evaluations. The specific CSR evaluations are materialised by an ACESIA score or a certificate attesting to another evaluation by a third party (Label Lucie, Ecovadis, etc.). This indicator concerns the Telecoms 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 Telecoms 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 business unit

RISKS		INDICATORS		TELECOMS	2021 MEDIA	INTELCIA	TELECOMS	2022 MEDIA	INTELCIA
Quality of products and services	Number of municipalities covered by 5G			nearly 3,700	N/A	N/A	7,000	N/A	N/A
Quality of products and services	5G coverage rate			N/A	N/A	N/A	61%	N/A	N/A
Quality of products and services	Number of marketable FTTH/FTTB sockets			25,8 millions	N/A	N/A	31,1 million	N/A	N/A
Climate change	Energy consumption Scope 1			32,5 GWh	0,484 GWh	1,83 GWh	29,48 GWh	2,12 GWh	1,96 GWh
Climate change	GHG emissions Scope 1			12,816 t.CO ₂ ⁽¹⁾	122 t.CO ₂	481 t.CO ₂	13,391 t.CO ₂	531 t.CO ₂	522 t.CO ₂
Climate change	Energy consumption Scope 2			867,27 GWh ⁽¹⁾	8 GWh	11 GWh	1095,29 GWh	10,9 GWh	13,46 GWh
Climate change	GHG emissions Scope 2			38,154 t.CO ₂ ⁽¹⁾	326 t.CO ₂	4,924 t.CO ₂	46,629 t.CO ₂	432 t.CO ₂	6,014 t.CO ₂
Climate change	GHG emissions Scope 3			77,469 t.CO ₂ ⁽¹⁾	740 t.CO ₂	N/A	74,495 t.CO ₂	1,025 t.CO ₂	N/A
Climate change	GHG emissions per employee			5,04 t.CO ₂ ⁽¹⁾	0,33 t.CO ₂	0,31 t.CO ₂	6,3 t.CO ₂	0,64 t.CO ₂	0,36 t.CO ₂
Climate change	Share of renewable energy in electricity consumption			10 %	N/A	N/A	8,5 %	N/A	N/A
Circular economy	Recovery rate of waste electrical and electronic equipment			90,5 %		N/D	95,5 %		N/D
Circular economy	Share of reconditioned boxes			96,6 %	N/A	N/A	98,8 %	N/A	N/A
Circular economy	Share of sales resulting in a mobile trade-in			18 %	N/A	N/A	30 %	N/A	N/A
Climate change	Percentage of employees made aware of environmental issues			NEW	NEW	NEW	18,3 %	1,8 %	N/A
Biodiversity	Water consumption			NEW	NEW	NEW	42,108 m3	11,271 m3	105,960 m3
Investment in local communities and creating shared value	Number of projects supported by the SFR Foundation since 2006			1,043	N/A	N/A	1 073	N/A	N/A
Investment in local communities and creating shared value	Projects and initiatives supported by Intelcia			N/A	N/A	NEW	N/A	N/A	52
Investment in local communities and creating shared value	Number of beneficiaries of associative support			19 353		N/A	22 996		N/A
Investment in local communities and creating shared value	Total number of employees hired			178		806	1 691		715
Investment in local communities and creating shared value	Number of hours of skills sponsorship			355		N/A	366		N/A
Investment in local communities and creating shared value	Amount paid as financial sponsorship			1 million Euros	N/A	N/A	1 million Euros	N/A	N/A
Investment in local communities and creating shared value	Amount of sponsorship and local sponsoring actions (Euros)			N/A	N/A	NEW	N/A	N/A	19031
Investment in local communities and creating shared value	Rate of people who are alienated from the workplace among new hires			N/A	N/A	NEW	N/A	N/A	0,24
	Number of prepaid top-ups offered by SFR			NEW	N/A	N/A	172 632	N/A	N/A
Digital inclusion	Number of gigas offered by SFR			NEW	N/A	N/A	1,252,066	N/A	N/A
Talent management	Number of employees at the end of the period			10,114	1,353	17,320	9,526	1,508	18,044
Talent management	Number of permanent hires			ND	ND	4 077	939	211	ND
Talent management	Share of employees aged 30 or under among new hires			NEW	NEW	NEW	81%	79%	72 %
Talent management	Number of work-study students recruited			642	70	ND	400	88	30
Talent management	Conversion rate of work-study contracts into permanent or fixed-term contracts			ND	ND	ND	20 %	24 %	N/A
Talent management	Student recommendation rate			90 %		N/A	85 %		N/A
Talent management	Voluntary departure rate			4 %	6 %	32 %	11%	11%	30 %
Talent management	Frequency rate of workplace accidents			4,38	4,55	ND	5,76	4,03	ND
Talent management	Absenteeism rate			NEW	NEW	NEW	6 %	3 %	13 %
Human rights and fundamental freedoms	Share of promotions awarded to women on permanent contracts			38 %	36 %	47 %	38 %	43 %	44 %
Human rights and fundamental freedoms	Gender Equality Index			SFR SEU : 93 % SFR Distribution : 88 %	SEU Next : 76 %	97 % ²	SFR SEU: 93 % SFR Distribution : 85 %	Next SEU : 85 %	96 % ⁽²⁾
Human rights and fundamental freedoms	Number of employees with disabilities			306	12	90	362	9	105
Human rights and fundamental freedoms	Share of women among hires			42 %	32 %	58 %	39 %	38 %	58 %
Employability & stability	Percentage of employees who have completed at least one training course			58 %	23 %	104 %	58 %	32 %	120 %
Employability & stability	Average number of hours of training per employee who received training			19,4	16,6	96,2	18,4	19,2	61,3
Business ethics	Number of CSR evaluations carried out on suppliers			304		ND	355		ND

(1) The 2021 values have been corrected compared to the values published in the 2021 NFPS, following a strengthening of internal control.

(2) France perimeter only

Report by the independent third party, on the consolidated non-financial performance statement

Financial year ended 31 December 2022

To the General Meeting,

In our capacity as Statutory Auditors of your group (hereafter «entity»), designated as independent third party organisation or ITO («third party»), accredited by COFRAC under number 3-1884 , we have carried out work designed to provide a reasoned opinion expressing a conclusion of moderate assurance on the historical information (observed or extrapolated) of the consolidated non-financial performance statement, prepared in accordance with the entity's procedures (hereafter the «Reporting Criteria»), for the year ended 31 December 2022 (hereafter the «Information» and the «Statement» respectively), presented in the Group's management report in accordance with the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the Commercial Code.

Conclusion

Based on the procedures we implemented, as described in the «Nature and scope of our work» section, and on the information we obtained, nothing has come to our attention that causes us to believe that the Statement is not in compliance with the applicable regulatory requirements and that the Information, taken as a whole, is presented fairly in accordance with the Reporting Criteria.

Comments

Without qualifying the conclusion expressed above and in accordance with the provisions of Article A. 225-3 of the French Commercial Code, we make the following comments :

- ◆ the traceability and control of data relating to the indicator «Average number of hours of training per employee who attended at least one training course» should be strengthened ;
- ◆ as stated in the methodological note, the published CSR information covers 97% of the Group's turnover and 82% of its workforce.

Preparation of the non-financial performance statement

The lack of a generally accepted and commonly used framework or established practice on which to base the assessment and measurement of information allows for the use of different, but acceptable, measurement techniques that may affect comparability between entities and over time.

Therefore, the information should be read and understood with reference to the Reporting Criteria, the material elements of which are presented in the Statement (or available on the website or on request from the entity's headquarters).

Limitations inherent in the preparation of information

As indicated in the Statement, the Information may be subject to uncertainty inherent in the state of scientific or economic knowledge and the quality of external data used. Some information is sensitive to the methodological choices, assumptions or estimates made in preparing it and presented in the Statement.

Responsibility of the entity

It is the responsibility of the management to :

- ◆ select or establish appropriate criteria for the preparation of the Information ;
- ◆ prepare a Statement in accordance with the legal and regulatory requirements, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented in light of those risks and the outcome of said policies, including key performance indicators ;
- ◆ prepare the Statement by applying the entity's Reporting Criteria as mentioned above ;
- ◆ and to set up the internal control that it deems necessary for the preparation of Information that does not contain any significant anomalies, whether due to fraud or errors.

The Statement has been drawn up by the Board of Directors.

Responsibility of the Statutory Auditor appointed as an independent third party

On the basis of our work, our responsibility is to provide a reasoned opinion expressing a limited assurance conclusion on :

- ◆ the consistency of the Statement with the provisions of Article R.225-105 of the French Commercial Code ;
- ◆ the accuracy of the historical information (observed or extrapolated) provided pursuant to 3° of I and II of Article R. 225-105 of the French Commercial Code, i.e. policy outcomes, including key performance indicators, and actions relating to the main risks.

As it is our responsibility to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information as this could compromise our independence.

However, it is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory requirements, nor on the compliance of products and services with applicable regulations.

Regulatory provisions and applicable professional doctrine

Our work described below was carried out in accordance with the provisions of Articles A. 225 1 et seq. of the French Commercial Code, the professional doctrine of the National Company of Statutory Auditors (CNCC) relating to this intervention, in particular the technical opinion of the CNCC, Intervention of the statutory auditor, intervention of the ITO - Non-financial performance statement, supplemented, where appropriate, by our own procedures², which serve as an audit programme, and the international standard ISAE 3000 (revised)³.

(1) Cofrac Inspection accreditation, no. 3-1884, scope available on the website www.cofrac.fr

(2) KPMG France's ESG Centre of Excellence procedures for the verification of Non-financial Performance Statements as an ITO

(3) ISAE 3000 (revised) - Assurance engagements other than audits or reviews of historical financial information

Independence and quality control

Our independence is defined by the provisions of Article L. 822-11 of the French Commercial Code and the code of ethics of the profession. In addition, we implemented a quality control system that includes documented policies and procedures to ensure compliance with applicable laws and regulations, ethical rules and the professional doctrine of the National Company of Statutory Auditors relating to this intervention.

Means and resources

Our work involved the expertise of eight people and took place between November 2022 and March 2023 over a total intervention period of six weeks.

To assist us in our work, we called on our specialists in sustainable development and social responsibility. We conducted about ten interviews with those responsible for preparing the Statement.

Nature and scope of the work

We planned and performed our work taking into account the risks of material misstatement of the Information. We believe that the procedures we have carried out in exercising our professional judgement allow us to make a conclusion of moderate assurance :

- ◆ we have reviewed the activities of all the entities included in the scope of consolidation and the description of the main risks ;
- ◆ we have assessed the appropriateness of the Reporting Criteria with respect to their relevance, completeness, reliability, objectivity and understandability, with due consideration of industry best practices, where appropriate ;
- ◆ we have verified that the Statement covers each category of information provided for in III of Article L.III. 225-102-1 on social and environmental issues ;
- ◆ we have verified that the Statement presents the information provided for in II of Article R. when relevant to the principal risks and includes, where appropriate, an explanation of the reasons for the absence of the information required by the second paragraph of III of Article 225-102-1 ;
- ◆ we have verified that the Statement presents the business model and a description of the principal risks of the business of all entities included in the scope of consolidation, including, where relevant and proportionate, the risks created by its business relationships, products or services, as well as policies, actions and results, including key performance indicators relating to the principal risks ;
- ◆ we have consulted documentary sources and conducted interviews to :
 - assess the process for selecting and validating key risks and the consistency of the results, including the key performance indicators selected, with the key risks and policies presented ,
 - corroborate the qualitative information (actions and results) that we considered most important presented in the Appendix. For some risks , our work was carried out at the level of the consolidating entity, for other risks, work was carried out at the level of the consolidating entity and in a selection of entities⁵ ;
- ◆ we have verified that the Statement covers the consolidated scope, i.e. all the entities included in the consolidation scope in accordance with Article L. 233-16, with the limits specified in the Statement ;
- ◆ we have examined the internal control and risk management procedures implemented by the entity and have assessed the process of collecting information with a view to ensuring its completeness and fairness ;
- ◆ for the key performance indicators and other quantitative results that we considered most important presented in the Appendix, we implemented :
 - analytical procedures consisting in verifying the proper consolidation of the data collected and the consistency of its evolution ;

- detailed testing on a sample basis or other means of selection, consisting of checking the correct application of definitions and procedures and reconciling the data with supporting documents. This work was conducted with a selection of contributing entities⁵ and covered between 33% and 100% of the consolidated data selected for testing ;

- ◆ we have assessed the overall consistency of the Statement based on our knowledge of all the companies included in the consolidated scope.

The procedures performed for a moderate assurance engagement are less extensive than those required for a reasonable assurance engagement performed in accordance with the professional doctrine of the National Company of Statutory Auditors; a higher level of assurance would have required more extensive work.

Paris-La Défense, 10th march 2023
KPMG S.A.

Grégoire Menou
Partner

Anne Garans
ESG Expert

(4) Business Continuity, Responsible Strategy & Stakeholder Relations, Information Security & Data Ethics, Human Rights & Fundamental Freedoms and Quality of Products & Services.
(5) SFR S.A. and Intelcia France.

Appendix

Qualitative information (actions and results) considered the most important

- Awards obtained for actions taken to attract talent
- Policies implemented to promote employee well-being
- Data security and ethics training
- Agreements signed for the implementation of responsible working conditions
- Projects carried out to develop network accessibility
- Solidarity actions carried out and employees engaged in the territories
- Solutions put in place to ensure business continuity
- Donations to stakeholders

Key performance indicators and other quantitative results considered the most important

- Total workforce at the end of the period
- Share of promotions awarded to women
- Number of employees with disabilities
- Voluntary departure rate
- Percentage of employees who have taken at least one training course
- Average number of hours of training per employee who attended at least one training course
- Scopes 1 & 2 greenhouse gas emissions
- Scopes 1 & 2 energy consumption
- Tonnes of CO2 per employee
- Share of renewable energy in electricity consumption
- Recovery rate of waste electrical and electronic equipment
- Share of reconditioned boxes
- Number of supplier CSR assessments since 2016