

Altice International

# Non-Financial Performance Statement 2024





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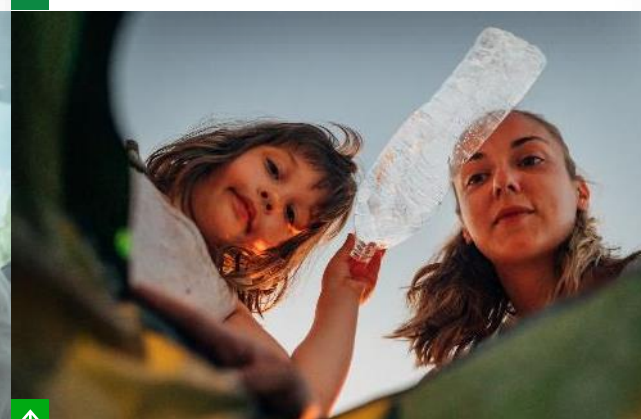
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# 1. 2024 Context

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**The year 2024 has been marked by significant geopolitical instability,** with ongoing armed conflicts in Ukraine and in the Middle East, since October 2023.

These persistent crises have intensified global challenges, including climate change, whose alarming effects are increasingly visible in the form of extreme weather events and natural disasters. **The need for sustainable solutions has never been more urgent,** calling for proactive adaptation and mitigation strategies from both governments and businesses.

Additionally, **global economic pressures have worsened due to sustained inflation,** which has deepened economic disparities and driven migration patterns. These economic **hurdles highlight the interconnected nature of global markets and the critical importance of resilience in supply chains and financial systems.**

Amidst these difficulties, **2024 has also brought remarkable advancements in artificial intelligence,** which continues to transform industries by improving efficiency and accessibility. **Artificial Intelligence has become an essential tool for governments and businesses alike.** However, its rapid rise has also raised ethical dilemmas and security concerns, underscoring the need for responsible governance and the protection of human values alongside system integrity.

In light of these global challenges, **the Subsidiaries of Altice International have approached 2024 with a strong commitment to innovation and responsibility.** By tackling these issues directly, they are adapting their strategies, showing resilience and determination to have a positive impact through their operations. This proactive approach **enables the Subsidiaries to navigate an evolving global landscape** while contributing to sustainable and inclusive progress.

Despite this context, in 2024, Altice Portugal not only consolidated its leadership in all sectors but also reaffirmed its relevance in the country as a pillar of support for communities and a driver of development. **The Subsidiary became the first global operator with a 100% green offer** in telecommunications and electricity and, through Altice Labs, **pioneered Wi-Fi 7 technology,** bringing innovation to Portuguese homes. At the same time, it provided significant support during the fire season, ensuring essential communications at a critical time for the country.



**Altice Portugal has officially approved and launched its Sustainability Action Plan for 2024-2030,** which outlines specific goals and initiatives aimed at tackling key environmental, social, and governance (ESG) challenges. This Plan is an essential **framework for driving the Subsidiary's strategic goals forward,** while reinforcing the commitments made in these crucial areas.

Additionally, **the company is keeping its focus on digital transformation by continuing the "AGITE Program".** This program promotes digital transformation across the entire subsidiary, enhancing agility in all systems and processes, and positively impacting the overall way of working.



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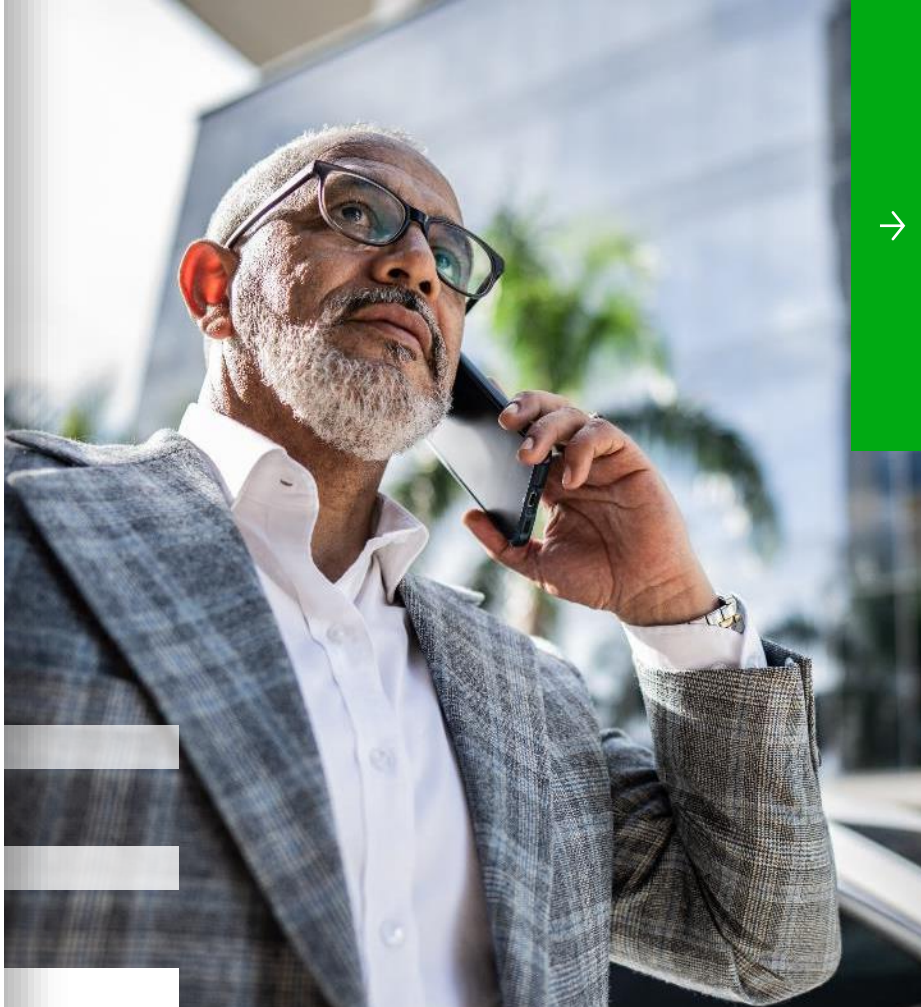
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In 2024, Altice Dominicana proudly celebrated its tenth anniversary.

To mark this milestone, the company launched its institutional campaign titled “Connected with You,” which included extensive media tours aimed at showcasing Altice's contributions to the technological and social development of the country over the past decade. This initiative underscored the company's commitment to fostering long-term progress for all citizens.

As a testament to its efforts in enhancing the Dominican economy, **Altice Dominicana earned the 9<sup>th</sup> spot on Mercado Magazine's list of Best Companies to Work For.** The subsidiary also entered into a collaboration agreement with the Chamber of Commerce of Santo Domingo to support the hiring of businesses where women hold more than **51% of equity.** Furthermore, in March 2024, Altice Dominicana received the NORDOM 775 Certification, confirming its adherence to standards that promote equality, non-discrimination, and a supportive work environment for all employees, fostering accessibility and fairness between women and men.

Considering the HOT's current situation, the “**Iron Swords' War**” (Middle East conflict, which is still ongoing as per the date of this report) has significantly affected its operations in Israel, posing challenges to its adaptability and resulting in a decline in operating results. Despite these difficulties, HOT remains committed to continuously follow the ongoing uncertainty.

Teads, meanwhile, has seen rising inflation and interest rates, and weakening consumer confidence impact the broader advertising market. **These risks arose the need to actively reinforce its business strategy,** mitigating possible impacts on the Teads' future revenues and profitability.

In light of these unprecedented challenges, as detailed throughout this report, the Subsidiaries continue to adapt and demonstrate resilience by aligning their strategies with major industry developments reinforcing their market positions and sustaining their commitment to innovation and sustainability.



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# 2. Sustainability strategy

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## 2. Sustainability Strategy

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In today's **dynamic environment**, the technology and telecommunications sector are compelled to operate within a highly competitive marketplace driven by environmental stewardship, social accountability, and ethical and transparency standards. Applying innovative solutions is critical to achieving a more equitable and sustainable future.



Guided by its mission statement “**Connecting people to a more innovative, inclusive, and sustainable life**”, Altice Portugal uses its innovation power to ethically address current and future challenges, create value for all its stakeholders, and acting as agent of transformation for a fairer, more humane, and environmentally sustainable society. The Subsidiary defined an ESG (Environmental, Social, and Governance) strategy, supported by a [Policy](#) through which it sets its ambition in four fundamental areas, **guided by the following commitments**:



#### Facing challenges Responsibly and Resiliently

Altice Portugal addresses challenges responsibly and resiliently, acting ethically and complying with all applicable standards. The subsidiary integrates sustainability principles into its operations, respects human rights, and prevents security incidents. Additionally, it ensures solidity and **prosperity by analyzing ESG** issues and guarantees supply chain responsibility.



#### Empowering a more humane and inclusive society

**Empowering a more humane and inclusive society** Altice Portugal connects people and organizations, focusing on the innovation, quality, and accessibility of its products and services. **The Subsidiary acts as a driver of innovation and social transformation through technology**, solutions and developing investing in projects that contribute to the country's social development and reduce inequalities.



#### Maximizing People's potential

Altice Portugal **seeks to attract and value talents**, promoting balance and work-life enhancing well-being and a sense of belonging. The Subsidiary individuality, recognizes promotes opportunities for all, and ensures a safe and inclusive work environment. Additionally, it invests in technological **projects that contribute to social development and reduce inequalities**.



#### Caring for the Planet

Altice Portugal **actively activities**, contributes to the prevention and mitigation of climate change by improving the efficiency of its products, promoting energy transition, and reducing emissions across its value chain. The Subsidiary optimizes consumption, and services, resource **promotes responsible waste segregation, invests in eco-design, and drives circularity throughout its value chain**.





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**The Subsidiary aims to mitigate risks**, seize new opportunities, and intervene to reduce its negative impacts and enhance the positive ones. To achieve this, it has a formally defined governance structure responsible for identifying, managing, monitoring, and reviewing these impacts as needed, and for engaging and mobilizing its internal and external stakeholders to implement the necessary actions to achieve the goals and targets outlined in its **Sustainability Action Plan**.



**The Ethics and Compliance Committee and the Sustainability Committee** report directly to the Executive Committee to enhance oversight and strategic decision-making.

The Committees convene with the Executive Committee twice a year, or more frequently if necessary. The Sustainability Committee, designed to drive the Subsidiary's sustainability agenda, is **supported by specialized working groups focusing on critical areas**, as illustrated in the model below.

**This governance structure reinforced the Subsidiary's** commitment to ethical practices and sustainable development and established clear accountability mechanisms.





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**The Sustainability Action Plan 2024-2030** outlines the Subsidiary's comprehensive strategy to promote responsible practices across various domains. This plan includes targeted actions in **Responsible Purchasing, Community Support, Human Capital, Human Rights, Diversity & Inclusion, and Climate Change and Environment**. The actions within this plan are the responsibility of the various working groups illustrated above.

Meanwhile, Altice Dominicana's commitment to embedding best sustainability practices has been reinforced through an ongoing implementation of a sustainability action plan, that focuses on **three key pillars: social action, environment, and education**. As a foundational step in establishing a cohesive sustainability strategy and integrating it into its operational and administrative frameworks, the Subsidiary has actively worked to establish a sustainability governance model that outlines the constitution and responsibilities of each governing body. **Altice Dominicana** is working towards creating a committee responsible for coordinating and overseeing sustainability initiatives, a model which is expected to be fully operational by the first quarter of 2025. To further its commitment to transparency, the Subsidiary is implementing a formal stakeholder engagement process and materiality analysis. These initiatives serve to strengthen the Subsidiary's sustainability approach,

maximizing the positive impacts in society and the environment.

**In 2024**, Altice Dominicana has achieved notable progress in sustainability by implementing various initiatives aimed at reducing its carbon footprint and enhancing workplace diversity and inclusion. The Subsidiary has introduced recycling and waste management programs, as well as energy efficiency projects to optimize operations. Additionally, the Subsidiary has formed partnerships with local organizations to promote social responsibility and increase access to technology in underserved communities. These efforts highlight Altice Dominicana's continued dedication to sustainability and societal well-being.

**HOT continuously addresses sustainability matters** through the appropriate departments, with each department of every Subsidiary setting annual goals as part of the sustainability strategy.

In 2024, significant progress has been made in each area, demonstrating the Subsidiary's commitment to sustainability and its proactive approach to addressing global challenges.



## ESG Training Session

Reflecting Altice Portugal's commitment to sustainability and to empowering its leaders to be prepared to actively contribute to a more sustainable future, the first **ESG training session for the top 40 leaders was held on December 5, 2024, at the Forum Picoas showroom**.

The **CEO, Ana Figueiredo**, opened the event, emphasizing the importance of sustainability for business competitiveness, and **Filipa Pantaleão, General-Secretary of BCSD Portugal**, led the session, exploring the opportunities and challenges of ESG. She highlighted the impact of companies on society and the environment, the transformative role of telecommunications in the Decade of Action, and the potential for innovation and investment in the private sector. Throughout the presentation, the need to integrate sustainability into the core of business strategy was emphasized, noting that digital transformation and sustainable transition are essential for global progress. **The event also included a Q&A session**, allowing leaders to deepen their knowledge and discuss ideas to enhance the positive impact of their areas of operation.



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Teads' mission is to **“nurture a sustainable advertising and media ecosystem by supporting quality journalism and connecting brands to consumers in a respectful manner”**. Digital advertising often brings to mind past inconveniences such as aggressive retargeting, intrusive ads, excessive use of personal data, and the spread of fake news on social networks to garner clicks and attention. Teads' platform prioritizes user respect and provides brands with a sustainable and respectful way to communicate through a defined strategy centred on two lines of action to approach **three fundamental pillars: Supporting quality content producers, Responsible engagement with consumers and Contributing positively to society.**



### Supporting quality content producers

Advertising remains the primary source of funding for media, and Teads' goal is to support quality journalism while avoiding the spread of fake news or hateful content.



### Responsible engagement with consumers

Using the least intrusive formats that can be skipped and minimizing the use of personal data.



### Contribute positively to society

Through diversity and inclusion, supporting charities, and reducing the environmental impact of activities (more information in the 4. Environmental performance).



**By measuring the distribution of impact along the value chain and identifying key effort focus points.**

**By working with best-in-class solutions to prioritize the reduction of the primary sources of emissions.**

In 2024, Teads has made significant improvements in sustainability, including the implementation of initiatives to reduce its carbon footprint and promote diversity and inclusion in the workplace.

**The Subsidiary has launched recycling and waste management programs.**

These efforts underscore the Subsidiary's ongoing commitment to sustainability and the well-being of society.

Additionally, the Subsidiary has been committed to reviewing its risk identification and management processes to ensure the integration of ESG issues. Therefore, following the review of the risk assessment process, **including ESG factors, carried out in 2023**, Teads intends to carry out a formal stakeholder engagement and materiality analysis process in the short term.

The Subsidiaries' proactive efforts to address environmental, social, and governance challenges contribute significantly to advancing **the Sustainable Development Goals (SDGs)**. These contributions are comprehensively detailed in this report, showcasing the alignment of their initiatives with global sustainability priorities.





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### 2030 Goal 3:

Ensure healthy lives and promote well-being for all at all ages

#### Actions:

3.4 Community Health and Safety >

5.5 Occupational Health and Safety >

#### 2024 Results/KPI's:

**1.03** of injury frequency rate (indicates the number of injuries workers sustained during the reporting period)



### 2030 Goal 4:

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

#### Actions:

5.3 Training and Skills Development >

6.2 Community Involvement >

#### 2024 Results/KPI's:

**24** average training hours per employee



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### 2030 Goal 5:

Achieve gender equality and empower all women and girls

#### Actions:

5.2 Employee Retention and Turnover



5.4 Diversity, Inclusion, and Non-Discrimination



6.2 Community involvement



#### 2024 Results/KPI's:

**41%** of employees are women



### 2030 Goal 8:

Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all

#### Actions:

3.5 Procurement and Suppliers



5.1 Talent attraction and new employee hires



5.2 Employee Retention and Turnover



5.3 Training and Skills Development



6.1 Community Communications Access



#### 2024 Results/KPI's:

**10,490** employees



### 2030 Goal 9 :

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

#### Actions:

6.1 Community Communications Access



#### 2024 Results/KPI's:

**Over 98%** of the population in the regions where the Subsidiaries operate have access to mobile network coverage



### 2030 Goal 10:

Reduce inequality within and among countries

#### Actions:

5.4 Diversity, Inclusion, and Non-Discrimination



6.1 Community Communications Access



6.2 Community involvement



#### 2024 Results/KPI's:

**2.06%** of the Subsidiaries employees are people with disabilities





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### 2030 Goal 11:

Make cities and human settlements inclusive, safe, resilient and sustainable

#### Actions:

6.1 Community Communications Access



6.2 Community involvement



#### 2024 Results/KPI's:

**332,221** individuals have benefited from the Subsidiaries' social intervention programs



### 2030 Goal 12:

Ensure sustainable consumption and production patterns

#### Actions:

3.5 Procurement and Suppliers



4.3 Materials



4.4 Waste



#### 2024 Results/KPI's:

**2,598 t** of produced waste



### 2030 Goal 13:

Take urgent action to combat climate change and its impacts

#### Actions:

4.1 Energy



4.2 Emissions



#### 2024 Results/KPI's:

**9,253 GJ** of renewable energy produced



### 2030 Goal 17:

Strengthen the means of implementation and revitalize the global partnership for sustainable development

#### Actions:

6.2 Community involvement



7. Partnerships



#### 2024 Results/KPI's:

**~70** strategic partners are involved in sustainable development initiatives



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# 3. Ethical business

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**3.3 Digital security and customer privacy**

**3.4 Community health and safety**

**3.5 Procurement and suppliers**





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# 3. Ethical Business

To sustain its operations and its ability to generate value for a wide range of stakeholders **an organization must adopt responsible business management practices**, grounded in ethical principles, transparency, integrity, compliance, and respect for all individuals.

It is essential to ensure that decisions are made transparently, in the best interest of the **Subsidiaries and its clients**, without undue external influences that could compromise professional ethics. Implementing internal policies, **especially in areas such as sales** and customer relations, is crucial to prevent non-compliance situations, the manipulation of incentives or misuse of special offers, cases of harassment, and other unethical practices. Non-compliance with these procedures could undermine the integrity of the Subsidiaries.

Altice Portugal has two reporting channels to promote transparency in its operations - the [Whistleblower Channel](#) and the [Reporting Channel for Improper Practices](#). These channels facilitate the reporting of any instances of non-compliance or unethical conduct, **particularly those that may jeopardize environmental sustainability, human rights, or consumer rights**. Reports pertaining to each specific issue are addressed by the appropriate departments within Altice Portugal. **To comply with Decree-Law No.109-E/2021, issued on December 9, and Law No. 93/2021, enacted on December 20**, these channels were enhanced in 2024 to safeguard the anonymity and protection of whistleblowers against retaliation. In January 2024, Altice Portugal established the **Compliance and Data Privacy Department, defining a clear agenda of key strategic priorities to strengthen governance in these areas**. These priorities **include strengthening anti-corruption practices process**

**controls**, focusing on third-party assessments, conflict of interest evaluations, validation of offers and hospitality, and ensuring a compliant whistleblowing channel. The defined priorities were successfully executed throughout the course of the year. This department collaborates with the Ethics and Compliance Committee, which is composed of representatives from nine departments and led by the Compliance Department. Reporting directly to the Executive Committee, the Ethics and Compliance Committee plays a pivotal role in advising on and promoting ethical practices and conduct within Altice Portugal's management processes. **The objectives of the Ethics and Compliance Committee** are to propose policies and procedures about ethics and conduct matters, ensure compliance and adherence to ethical standards, and report to the Executive Committee about the performance of the Group in terms of ethics and conduct.

**In the last quarter of 2024, the Compliance and Data Privacy Department began carrying out a gap analysis with a view to implementing three standards:**

### ISO 27701 ■

**Security Techniques**, in line with ISO 27001 - Information Security Management Systems, already implemented in the Company

### ISO 37001 ■

**Anti-corruption** management systems

### ISO 37301 ■

**Compliance** management systems

➔ **Depending on the results** of the gap analysis, decisions will be taken in **2025** on the certification request, regardless of the implementation of these standards.

To raise ethical concerns Altice Dominicana has established mechanisms and procedures such as an employee suggestion box for anonymous reporting, direct complaints, and internal investigations conducted by the fraud and/or security teams. Additionally, to mitigate these issues, the Subsidiary has an Ethics & Fraud Committee responsible for handling all ethical concerns. The committee is composed of the HR Director (Advisor), Recruitment & Labour Relations Manager (coordinator), Security Manager, Legal Director, Internal Control Director, and Fraud Manager. The CEO, CFO, and CCO are responsible for validating action plans for corruption cases, approving changes to policies, and attending biannual meetings to report and recommend actions to mitigate risks and promote ethical guidelines.

In 2024, 216 cases of unethical and inappropriate practices were reported, including violations of policies and procedures, low productivity and poor results, unauthorized internet reseller activities, multiple activations without client knowledge, and alterations of client data. Altice Dominicana is committed to fostering a work environment that promotes integrity and accountability, as such and in response to the reported cases, Altice Dominicana has devised a comprehensive approach to ensuring adherence to company guidelines and ethical conduct. To achieve this, the Subsidiary has implemented several mitigation measures aimed at addressing and preventing further and future misconduct. This includes the implementation of disciplinary measures, including the issuance of warning letters and second warnings, employee separations, terminations, and voluntary resignations.



# Reporting Channels at Altice Dominicana



## Employee Voice

Anonymous platform, accessible through the employee portal, designed to receive complaints and address any issues.

## People Survey

Annual comprehensive survey through which the Subsidiary measures the engagement and satisfaction across all employees.

## Suggestions and Complaints Box

Tool to report ethical issues, fraud, workplace harassment, or gender-based violence, ensuring the confidentiality of complaints and the anonymity of employees.

## Buzz Box

Survey that measures engagement and satisfaction of all members of customer service staff.

**Teads has a whistleblowing procedure**, managed by the legal department, currently based on an email reporting channel. However, the Subsidiary is finalizing the implementation of a dedicated solution that will support anonymous reporting.

**HOT** and its employees operate according to a code of ethics, which encompasses key human rights principles. These include integrity, fair and honest interactions with oneself and colleagues, and equal opportunity, promoting advancement based on abilities and skills while preventing discrimination across ethnic, sectoral, gender, or other lines. New hires receive training on the code of ethics, and the company periodically reviews and updates this policy and its principles as necessary, with these tasks managed by the HR division. **In 2024, the Subsidiary conducted regulatory training for all its managers on various topics, such as sexual harassment prevention, cybersecurity, and more.**

The Subsidiary has a whistleblowing procedure that includes a web-based reporting channel, allowing individuals to voice their concerns on a range of topics. The HR department handles these concerns confidentially, ensuring that they are submitted anonymously.





### 3.1 Codes, charters and principles



To uphold organizational values and ensure ethical conduct, the Subsidiaries have established and adhere to a framework formal codes, charters, and principles. These internal and external guidelines serve to define the ethical standards and behavioral practices expected across all levels of the organization, guiding the action of all members within each Subsidiary and reinforcing compliance at each level.

	<div>↓</div> <div>Altice Portugal</div>	<div>↓</div> <div>Altice Dominicana</div>	<div>↓</div> <div>HOT</div>	<div>↓</div> <div>Teads</div>
GUIDES AND CODES OF CONDUCT				
Code of Ethics and Conduct				
Code of Ethics				
Employee Code of Conduct				
Business Code of Conduct				
Employee Manual				
Employee Handbook				
Code of Good Conduct for Prevention and Combating Harassment at Work				
Sexual Harassment Procedure				
Code of Conduct for Third Parties				

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Altice Portugal



Altice Dominicana



HOT



Teads

GUIDES AND CODES OF CONDUCT

Ethic code for sales brand & communications, purchasing and Telco & IT

Institutional Induction

Commercial Induction

Procedure of contractual transactions with interested parties

POLICIES

Anti-corruption policy or plan

Information security Policy

Privacy Policy

Recruitment Policy

Integrated Management Policy

Brand Safety Policy

Occupational Health and Safety Policy

Disciplinary process

Ad Policies

Corporate Policy on Work-Life Balance



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Altice Dominicana



HOT



Teads

POLICIES

Corporate Policy on Workplace Harassment (Moral and Sexual)

Protocol for the Prevention, Investigation, and Response to Gender-Based and Domestic Violence

Human Rights Policy

Sustainability Policy

Business Continuity Policy

SUBSCRIBED CHARTERS AND PRINCIPLES

10 Principles of United Nations Global Compact

Business Ambition for 1.5°C

Act4nature Portugal

Rumo à COP26


Microsoft Partner Alliance





National Target for Gender Equality

Diversity Charter

ETNO-UNI Europe Join Declaration on Gender Equality


ETNO-UNI Europe Join declaration on future skills needs




			
Altice Portugal	Altice Dominicana	HOT	Teads


SUBSCRIBED CHARTERS AND PRINCIPLES

Joint Declaration on Telework		
BCSD Portugal Charter of Principles		
ICT Principles for Children Online		
Joint Statement of the UNI Europa ICTS and the Telecom Industry Representatives - Attacks against telecom employees must stop now		
Telecom Social Dialogue Committee Joint Declaration on Artificial Intelligence		

 The **Code of Ethics and Conduct of Altice Portugal** underwent a comprehensive review in 2024, to reinforce its foundational principles and values. This framework, **applicable to all employees without exception**, aims to prevent corruption and similar unethical behaviors while promoting integrity, transparency, ethical decision-making, and accountability. By adhering to these principles, the **organization strengthens trust and respect** among stakeholders. Additionally, in 2024 an **anti-corruption policy** was introduced to further enhance anti-corruption measures. The policy focuses on **maintaining and enhancing the Group's ethical framework**, uphold integrity, safeguard its reputation, and ensure the protection of stakeholder interests.

 Under the **General Regime for the Prevention of Corruption (RGPC)**, established under Decree-Law No.109-E/2021 of December 9, organizations are required to implement a risk assessment procedure for third parties, including those acting on their behalf, as well as suppliers and clients. In alignment with these requirements, **Altice Portugal defined and implemented a third-party evaluation policy** and procedure in 2024, to ensure compliance and mitigate potential risks.

The creation of the Compliance and Data Privacy Department at Altice Portugal **marked a significant step in strengthening governance and procedural adherence**. Following this, several communications were issued to employees throughout the year to raise awareness and promote compliance with established procedures. In addition, the review and updating of the training content of the Code of Ethics and Conduct is underway, in order to **allow the launch of the new version for all employees in early 2025**.

 **Altice Dominicana** consistently incorporates ethical practices into employee induction programs and integrates guidelines into the institutional e-learning platform. **Knowledge and skills** regarding these topics are communicated with particular care to employees in positions related to **B2B Purchasing, Communications, and Sales**. To ensure the relevance of the content, both training and other elements of good practices communication, such as emails, internal communications, meetings, and webinars, are **regularly reviewed**.

100%

of employees at Altice Portugal were included in the training on the code of ethics and conduct.



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## 3.2 Human Rights



The **adoption of the best ethical** and conduct practices contributes to the creation of safe, equitable, and healthy workplaces, while simultaneously mitigates legal risks and strengthening corporate reputation. The **Subsidiaries have huge direct and indirect impacts** on a large number of **people's lives** (own employees, value chain employees, clients, common communities, and other stakeholders). **Recognizing that, they act, in all their business relations**, to foster their responsibility in respecting, preventing, and remedying the negative ones regarding human rights.



Aligned with global human rights standards, the **Subsidiaries have embedded principles** in their codes and policies (more information in **"3.1 Codes, Charters, and Principles"**) that uphold key commitments to labor rights. **These principles are grounded in internationally recognized frameworks**, including the Universal Declaration of Human Rights, the UN Guiding Principles on Business and **Human Rights**, and the ILO Declaration on Fundamental Principles and Rights at Work.

3,167

Employees received human rights training  
Consolidated Altice value



As part of its sustainability governance model, **Altice Portugal** has established a **Human Capital, Human Rights, and Diversity and Inclusion Working Group** that reports to the **Sustainability Committee**.



This group is led by the Sustainability and Project Management Department and includes **representatives from various departments within the organization**.



The Working Group convenes as needed to define objectives and goals, monitor and report key performance indicators (KPIs), and **promote best practices in people management and human rights**.

The respect for human rights is integrated into daily operations at Altice Portugal through several operational areas



The **People and Organization Department** is responsible for policies regarding working conditions, equal opportunities, diversity, and the fight against discrimination.



The **Purchasing and Supply Chain Department** incorporates human rights and responsible supply chain considerations into its procurement processes.



The **Data Privacy and Compliance Department** ensures adherence to internal conduct rules, transparency initiatives, and ethical and anti-corruption business standards.



The **Subsidiary's Human Rights Policy** aligns with international treaties, national legislation, and the commitments outlines in its internal codes and policies.

The policy reflects a commitment to **uphold the dignity of all individuals**, prevent adverse impacts on human rights, and promote responsible business practices across the value chain.

It applies universally to employees, suppliers, business activities and business partners, irrespective of local practices, **ensuring human rights are respected across all operational level**.

**Altice Portugal's ethical principles** and values are also embedded in its Third-Party Code of Conduct, which sets clear expectations for all third parties engaged with the company. **These principles are integral to the company's identity** and guide its operations globally, irrespective of geography or subcontracting arrangements. The **Code emphasizes respect for human rights** in all business operations and relationships. Third parties are required to adopt processes to identify, mitigate, and prevent human rights violations, both within their operations and across their supply chains. **Prohibited practices include forced labor, human trafficking, and child labor.**

The Code also **mandates that third parties ensure workers** are not compelled to surrender identification documents or subjected to exploitative conditions. Additionally, working conditions must comply with fundamental rights. The Code **promotes diversity, inclusion, and non-discrimination in the workplace**. **Altice Portugal** also upholds freedom of association and collective bargaining rights. The Code enforces **strict standards against workplace violence and harassment**, fostering a respectful and safe working environment. These commitments align with international norms and guidelines.



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To align with the **European Corporate Sustainability Due Diligence Directive (“CSDDD”)**, Altice Portugal is implementing measures to ensure compliance across its complex supply chain. This includes developing monitoring systems and due diligence processes to identify and address risks related to human rights and sustainability. Efforts are also underway to align supplier evaluation practices with ESG criteria, supported by mechanisms such as the Code of Conduct for Third Parties, Business Continuity Plans, **Environmental Requirements and Policy**, **General Occupational Health and Safety Rules**. These actions demonstrate Altice Portugal's commitment to fostering a responsible, sustainable, and ethical value chain.



Altice Dominicana has **implemented focused initiatives to address human rights** within specific areas of its activities. Additionally, the Subsidiary contractually promotes human rights with its suppliers, subcontractors, and B2B clients.



To further **reinforce their commitment to Human Rights**, the **Subsidiaries provide employees with access to comprehensive training programs, available through the COURSERA e-learning platform**. The programs made available include "Wellness", "Equity and Human rights", "Children's human rights", "Human rights for open societies", "Understanding Violence", "Drug use policy and health", "Confronting Gender Based Violence", among others.

Sustained dedication to **enhancing the quality of the social climate.**

Prioritization of workplace **health, safety, and employee well-being.**

Advancing inclusion through the **promotion of diversity and equitable opportunities.**

**Commitment to preserving data security and confidentiality across all operations.**

Advocating for the **protection and promotion of human rights** among suppliers and subcontractors.



In 2024, Altice Dominicana received **Gold Recognition** for best practices in organizational well-being and supportive work environment.



**In 2024, the Subsidiary integrated a new recruitment tool – EVALUAR** – which enhances the transparency and traceability of recruitment processes which anonymizes data using artificial intelligence, ensuring fair and equitable hiring decisions. To support this, the Subsidiary has **Policies in place to reinforce its approach to non-discrimination**, particularly during the recruitment process, these include: the Code of Conduct, Anti-Corruption Policy, Code of Ethics, and the Employee handbook.



At Teads, the **Human Resources and Legal teams actively manage human rights assessments, ensuring compliance across operations and addressing any ethical concerns that may arise**. Promoting human rights across its value chain remain a fundamental priority for the Subsidiary and is achieved through the enforcement of codes and policies, namely the Supplier Code of Conduct. This code mandates that all suppliers formally commit to upholding and complying with labor standards and international laws and conventions, with a particular focus on the protection of children's rights and the unyielding prohibition of child labor. By embedding these principles into its operations, Teads upholds ethical standards across every level of its supply chain.



HOT follows a **Code of Ethics that includes key human rights principles like integrity and equal opportunities**. New employees receive training on this code, and all employees undergo periodic refreshment courses. The policy is regularly updated.



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# 3.3 Digital security and customer privacy

**Digital security and customer privacy have become strategic priorities to the Subsidiaries.** Recognizing that trust, responsibility, and reputation are foundational to their success, they proactively address the escalating cybersecurity threats and the need to adhere to evolving national and international regulatory requirements. To protect sensitive information, they actively employ protection mechanisms ensuring the resilience, integrity, and security of their operations.

The Subsidiaries have adopted digital security and data privacy policies (more information in **3.1 Codes, Charters, and Principles**) as part of their efforts to safeguard stakeholders' confidential information. These policies reinforce the integrity of the Subsidiaries' information protection systems by leveraging best-in-class security measures and cultivating an organizational culture that prioritizes data security.

**100%** —————  
of employees with data security and privacy training  
**Consolidated Altice value.**



### Information security management



Foster a heightened understanding of the necessity to oversee the subsidiary's information security while ensuring continuous employee training on related topics.



Develop a secure foundation for the protection of technological and information assets, enabling the development of an effective procedural framework.



Implement a systemic risk assessment framework guaranteeing the timely execution of control measures.

Implement processes and tools to monitor, evaluate and protect the Subsidiary against cybersecurity threats, effectively reducing the likelihood of security incidents.





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The implementation of information security policies and their respective procedures has driven ongoing advancements in activities within the following domains:



Governance



Logical Access Control



Incident Management



Awareness Campaign



Information Privacy



Protection of Mobile Devices



Vulnerability Management



Security Event Monitoring



Technological Platform Resilience



Data Loss Prevention



Protection Against Malicious Programs

Protecting information security and privacy is a key concern for Altice Portugal, and is achieved through strict adherence to national legislation, European regulations, and international standards. Additionally, the Subsidiary initiated a **gap analysis to assess the requirements** for the implementation of personal data protection systems in alignment with ISO 27701 - Security Techniques, in line with ISO 27001 - Information Security Management Systems, which are already implemented in the Company.

To manage data protection, privacy, and cybersecurity effectively, Altice Portugal has developed a comprehensive **cybersecurity governance framework** and has designated key departments, committees, and individuals responsible for these areas. These include the Compliance and Data Privacy Department, the Regulation, Competition, and Legal Department, the Cybersecurity and Privacy Department, the Data Privacy Committee, the Data Protection Officer, and the Chief Information Security Officer. This governance structure ensures effective oversight and management of information security and personal data protection, as well as accountability and alignment across all privacy and cybersecurity initiatives.

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Information security incidents that needed to be reported to the national cybersecurity center (CNCS), in Altice Portugal.



### Altice Portugal's Cybersecurity and Data Privacy Governance Model

Responsible for overseeing cybersecurity and privacy.

Executive Committee

Monitors the implementation of **technical and organizational measures** and sets clear protocols for personal data processing.

Chief Information Security Officer

Cybersecurity and Privacy Department

Security Committee

Data Protection Officer

Data Privacy Committee

**Monitors and Mitigates** security vulnerabilities, ensuring compliance with the information security policy.

Altice Portugal's Computer Security Incident Response Team

**Composed of pivotal members** of the executive commission, including the CISO, the DPO, and key departmental leaders within the Subsidiary, the group convenes annually to evaluate the cybersecurity plan and its implementation status.

**Advises the controller on all aspects of data protection**, ensuring compliance and effective collaboration with the supervisory authority. The DPO is accountable to the Executive Commission.

Information Security

Personal Data Protection





1. 2024 CONTEXT



Data Privacy Policy

**Altice Portugal´s Data Protection Policy** governs how data is collected and processed, ensuring compliance across all products and services offered to its customers.

2. SUSTAINABILITY STRATEGY



Information Security Policy

Altice Portugal has **established comprehensive protocols to guarantee information protection** across all ICT systems, including the telecommunications platforms that underpin its business operations.

3. ETHICAL BUSINESS



Audits

Altice Portugal **maintains a rigorous audit program to assure operational integrity**, which involves internal and external evaluations as well as technical vulnerability assessments. External sites are subjected to penetration testing following significant modifications or updates. While external audits ensure compliance with ISO 27001 standards and ANACOM regulations, internal audits verify adherence to the NIS1 Law, IT control standards, and the annual financial reporting framework.

4. ENVIRONMENTAL PERFORMANCE



Information Security Intranet

Altice Portugal **launched a cybersecurity-focused intranet**, consolidating up-to-date policies and procedures while providing access to internal tools and external resources for enhanced security management.

5. WORKFORCE



Supervision Protection of Personal Data in the Main Business Units

**The initiatives are implemented through a network** of trained partners operating under a comprehensive set of guidelines.

6. PROXIMITY TO THE COMMUNITY



Phishing Attacks Simulation

**Employees´ readiness to address cybersecurity threats is regularly assessed**, with educational resources provided to enhance their understanding and to help prevent potential security breaches and reinforce cybersecurity practices.

7. PARTNERSHIPS



Altice Portugal employs a robust framework of internal mechanisms organized across operational areas and internal policies to safeguard personal data. These **include its dedicated organizational structure as well as Training and awareness initiatives** - all employees undergo e-learning sessions on personal data protection and their associated responsibilities. Furthermore, the Subsidiary provides targeted training sessions, including an annual program for General Data Protection Regulation pivots. Additionally, the Subsidiary has an **annual communication plan regarding data protection and information security to maintain ongoing awareness**.

Strengthening data protection, privacy, and cybersecurity management mechanisms.

→ In 2024, Altice Portugal implemented robust operational and strategic processes to enhance the management of data protection, privacy, and cybersecurity, including:

**Initiated update of the content of Privacy and Cookie Policies** across Altice Portugal's entity websites to ensure compliance and clarity for users.

**Created and reviewed data processing activity registers** for all departments and entities within the Altice Portugal Group, ensuring accuracy and adherence to regulatory requirements.

**Conducted Data Protection Impact Assessments (DPIAs)** for high-risk personal data processing activities, mitigating risks and safeguarding data rights.

→ These initiatives reflect Altice Portugal's **commitment to maintaining rigorous standards in data protection, privacy, and cybersecurity** while continually improving processes to address emerging risks effectively.

Altice Dominicana continues to refine and implement initiatives to heighten awareness of cybersecurity threats, while encouraging responsible management and use of information.

These efforts focus on:

**Awareness campaigns** on the risks of phishing.

Distribution of **safety tips and information** through email capsules.

**Simulated phishing attacks** targeting employees at all levels of the company.

**Participation in induction programs** for new employees, with a focus on cybersecurity.

Campaigns promoting the use of **secure access passwords**.



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The Subsidiary's commitment is **further reinforced through internal and external audits conducted biannually**. In 2023, Altice Dominicana implemented an internal Cybersecurity portal, which continued to undergo testing and refinement in 2024. The platform designed to enhance **awareness and education on cybersecurity** and information security purposes, in its initial stage will serve an informational purpose, transmitting relevant news, advice, and policy and procedure updates. In its later stage it will facilitate analyses of key risk indicators, the identification of security gaps, facilitate phishing simulations, among another interactive feature.



In addition to this, in **2024 Altice Dominicana implemented a Security Operations Center** as a Service mechanism to enhance the identification, prevention, and response to emerging cyber threats.



The Subsidiary has **implemented a comprehensive governance framework to strengthen digital security and information protection**. As its foundation is the appointment of a **Business Information Security Officer (BISO)**, who oversees cybersecurity initiatives and ensures alignment with strategic priorities. Enhancing this framework, a Cybersecurity Committee was established in 2023. This committee convenes quarterly, with provisions for extraordinary meetings, when necessary, to address evolving challenges and ensure proactive management of cybersecurity risks.



**The Cybersecurity Committee focuses on reviewing critical cybersecurity strategies, projects, and processes**, as well as identifying key risks that require prompt mitigation. These efforts are complemented by weekly reviews of all key aspects of cybersecurity operations conducted by the Executive Committee, enabling timely decision-making on critical issues.



Moreover, the **Executive Committee and the CEO receive regular reports on the most pressing data protection and cybersecurity matters**. This structure provides continuous oversight and supports informed decision-making, further enhancing the security of the Subsidiary's technological assets and services. Responsibility for remediation is thoroughly structured, with tasks allocated based on the administrators of IT assets and resources, while ensuring seamless coordination across the organization's cross-functional processes.





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Simultaneously, **Teads legal and cybersecurity teams continued to dedicate resources to address ongoing compliance and cybersecurity challenges**, to that effect, the Subsidiary completed the SOC2 Type II Certification. Analogously, Teads guarantees adherence to GDPR requirements by embedding privacy by design and default into their operations and services. Accountability remains a backbone of the Subsidiary's compliance strategy, supported by yearly reviews of processing activities and policies. Teads has also established a robust governance framework for privacy compliance, spearheaded by a dedicated Data Protection Officer who collaborates closely with the legal and privacy teams, as well as the Data Privacy Committee. **This committee oversees the organization's adherence to privacy regulations and includes key stakeholders directly responsible for safeguarding privacy and data security.** Among its members are the DPO, Director of Engineering, Product Director, Chief Information Security Officer, and Legal Product Counsel. Additionally, the General Counsel and DPO maintain a strong partnership with the Chief Technology Officer and Chief Legal Officer to ensure a cohesive and comprehensive approach to data protection and security across all levels of the company.

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Substantiated complaints received concerning breaches of customer privacy by Teads in 2024

**Teads has achieved independent certification for Brand Safety under the JICWEBS/DTSG Good Practices principles and actively participated in the IAB Transparency and Consent Framework.** To support these efforts Teads trains operational teams regularly on data usage and privacy, making its Privacy Policy available publicly. In this context, Teads has also increased its cybersecurity efforts, requiring that all employee's complete security and awareness training on a monthly basis. To this end, the Subsidiary conducts regular phishing campaigns, having set a goal to ensure 100% of employees have basic knowledge on privacy related topics.

**Teads ensures the safety and appropriateness of its advertising content for all audiences.** Prioritizing AdFraud mitigation and Brand Safety, Teads underscores its commitment in the context of the Advertise Responsibly campaign. In February 2024, Teads implemented the requirements listed under Article 26 of the DSA, that requires the disclosure of the following, to individuals exposed to their campaigns: on whose behalf the ad is shown, who paid for the ad, meaningful parameters used to determine the recipient of the ad, and information on how to change those parameters.

Additionally, **Teads has Ad Policies in place to define a minimum standard** to provide quality advertisements and content.

**HOT operates in accordance with local data protection regulations and regularly conducts audits** as required by legal mandates, under the oversight of the information security division. The subsidiary performs surveys and penetration testing in compliance with legal requirements, and has implemented measures such as access control, permissions, auditing, data leakage prevention, and encryption. Additionally, an annual study on privacy protection is conducted, which all employees are required to sign.

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Substantiated complaints received concerning breaches of customer privacy by HOT in 2024



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# 3.4 Community health and safety

→ The **telecommunications sector's operations, products, and services** can influence people's health and safety, notably concerning exposure to electromagnetic fields and noise. To address these concerns, it is imperative to uphold quality standards and adhere to regulations.

→ **Altice Portugal strictly complies with its legal obligations regarding environmental noise by conducting noise tests in buildings and technical rooms**, utilizing accredited entities to ensure compliance and deliver high-quality results. In 2024, 20 new buildings were monitored, fully complying with the previously defined plan. In terms of electromagnetic fields, Altice Portugal monitors and measures the levels of electromagnetic field intensity, covering mobile networks and DTT, ensuring compliance with safety and public health standards in line with international best practices.

**Altice Dominicana** remains steadfast in its commitment to ensuring the health and safety of the communities it serves. The Subsidiary has a Security Department, with skilled professionals specializing in physical security. The company **operates with a robust IP technology infrastructure, featuring a CCTV system and DMP alarm systems** for silent alerts at key customer service locations. This system is continuously monitored 24/7 to ensure constant control and security. In customer-accessible areas, the team is dedicated to maintaining order and preventing theft. This department is also responsible for ensuring full compliance with national regulations, including Fire Protection standards (R-032) published by the Ministry of Public Works and Communications.

352

Sites assessed by Altice Portugal to control radio frequencies and noise levels.



Similarly, this **commitment is reflected through the Subsidiary's use of equipment** which undergoes rigorous approval processes by the Dominican Telecommunications Institute, in compliance with local and international regulatory standards.



Demonstrating a commitment to transparency, **Altice Dominicana provides detailed reports to the local regulator**, including radiation measurements for all cell sites. These reports confirm that radiation levels remain below 1 W/m<sup>2</sup> at a distance of 10 meters, with the highest recorded level being 9.4 W/m<sup>2</sup>.



The Subsidiary's services have been **designated by local authorities as safe for public health, the environment, and community well-being**. This classification is based on guidelines from the Ministry of the Environment, local city governments, and INDOTEL, the Dominican Institute of Telecommunications.



As such, Altice Dominicana **maintains positive community relations by vigorously following environmental regulations set by the Ministry of the Environment**, as well as community requests, including the compliance with regulated generator noise levels and the avoidance of mobile tower installations in restricted zones (e.g., near schools or other sensitive areas).



**At HOT, there are no operations with significant actual or potential negative effects on local communities.** Nevertheless, concerning its operations and activities, all sites undergo radio frequency monitoring. Noise measurements are not conducted, as local laws and regulations do not require them.

100%

Of Altice Dominicana's sites are fully compliant with international noise and radiation safety standards.

100%

Of HOT's sites assessed to control radio frequencies.



## 3.5 Procurement and suppliers

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**Organizational performance is inherently reliant on the strength of supplier relationships and the strategies employed to manage associated risks and opportunities within the supply chain.** Heightened regulatory scrutiny has underscored the growing accountability of organizations for the environmental, social and ethical impacts generated throughout their entire value chain, commanding renewed focus to supply chain management. This shift highlights the importance of building resilient and adaptive supply chains that align with expectations of stakeholders and comply with evolving global standards.



Seeing its **suppliers and business partners as integral to their value chain and pivotal to the quality of their products and services**, the Subsidiaries prioritize strong, dependable, collaborative partnerships.



As mentioned before (more information in **3.2 Human rights**), **Altice Portugal has focused on adapting to the Corporate Sustainability Due Diligence Directive**, given the complexity of its supply chain. As such, it is implementing effective monitoring systems and due diligence processes to identify and mitigate risks within its supply chain. This **includes reviewing and adjusting internal processes**, mapping out supply chains, and ensuring compliance with human rights and the best environmental practices across all partnerships.



Altice Portugal **implemented a range of proactive measures**. These **included broadening its supplier base by evaluating criteria such as geographic location** (preference for locally active suppliers), product, variety, and transportation methods. Additional measures include longer contractualized time horizon, with long-term forecast, increasing safety stock, implementing continuous oversight of deliveries, and developing contingency strategies to mitigate supply disruptions and address extended supplier lead times.



In order to **introduce and train the negotiating teams of the Purchasing and Supply Chain Department on ESG criteria** as well as with the new legislation in force (CSRD, Directive on Corporate Sustainability Due Diligence and on Taxonomy Regulation), was developed an e-learning course titled “Sustainable Procurement and ESG”, applied to 100% of its staff, enabling, at the same time, the alignment with the organization’s Sustainability Strategy. This way, **Altice Portugal assumes the importance of its supply chain as a key component in achieving its business strategies**, contributing to tackle current and future challenges, creating value for all stakeholders and, together, being active agents of transformation towards a fairer, more humane and environmentally sustainable society.





### 3.5 Procurement and Suppliers

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As of 2022 Teads ceased all partnerships with Russian publishers and advertisers in the midst of the Russian-Ukrainian conflict. This stance was extended to include indirect procurement from **Russian or Russia-affiliated suppliers**, a position Teads has sustained throughout 2024

**Proximity to suppliers offers valuable strategic opportunities** that enhance supply chain resilience. By fostering closer geographic ties, companies can respond swiftly to dynamic market fluctuations, ensuring a more agile and reliable procurement process. **This proximity guarantees greater control of the quality of goods and services** procured while streamlining the monitoring process. **Moreover, shorter transportation distances reduce logistical expenses** and environmental impacts, contributing to **sustainability goals**.

**Beyond operational benefits**, these localized supply chains play a critical role in stimulating the local economy, driving regional development and encouraging community growth. In line with these objectives, in **2024 Teads implemented a P2P tool to help streamline and automate the end-to-end procurement process** to improve efficiency, enhance visibility into procurement activities and compliance with procurement policies.

In line with its **sustainability goals**, Teads renewed its engagement with Sweep in order to enable the mapping of **carbon emissions on the value**.



		2024	2023
National suppliers			
Proportion of spending on national suppliers (%)	Portugal	76%	73%
	Israel	83%	79%
	Dominican Republic	56%	66%
	Teads	73%	71%
	TOTAL	77%	76% <sup>1</sup>
National suppliers (%)	Portugal	87%	78%
	Israel	85%	88%
	Dominican Republic	81%	84%
	Teads	34%	70%
	TOTAL	67%	85%

<sup>1</sup> Due to methodological differences the Altice International consolidated value does not include Teads.



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# 3.5 Procurement and Suppliers

## Procurement Practices



**The Subsidiaries have adopted pre-defined purchasing and supplier management models** to ensure supply chain alignment with ethical conduct, transparency, respect for human rights, and sustainability. **The purchasing framework at Altice Portugal is designed to balance centralized oversight with the active participation of stakeholders.**

**To ensure accountability and transparency, the process is structured around clearly articulated responsibilities and roles, to support open communication and collaboration with suppliers.** Although centralized, this framework involves multiple internal stakeholders, with distinct and clearly defined roles, which establishes transparent communication with its suppliers, fostering relationships of trust. **This model, due to the proximity it establishes between purchasing areas and the requesting departments, strives to reconcile the specific know-how of the former and the awareness of the particular needs** to be met by the latter, allowing an integrated relationship with suppliers, enhancing synergies in the market and with a relevant impact on economic development.

**Altice Dominicana's supply chain operates through a structured process, starting with the identification of requirements and culminating in the installation of the necessary equipment to deliver telecommunications services at customer locations.** This process is underpinned by collaborations with local and international suppliers.

The **Subsidiary's purchasing model avoids the use of disposable materials** that could negatively impact society. Furthermore, all supplier communications are conducted electronically, minimizing the environmental burden associated with paper use.

Due Diligence



**Approval of new suppliers** by relevant departments

Supplier Evaluation



Consultation with other operators to **assess potential suppliers**

Local Contracts



Defining the **legal terms and conditions** for partnerships

News Supplier Form



**Gathering necessary information** before adding a new supplier to the system

Purchase Order Validation



A weekly list of purchase orders is sent to the CFO and CEO for validation. **If no feedback is received within 3 business days, purchase orders are processed**





### 3.5 Procurement and Suppliers

1. 2024 CONTEXT

2. SUSTAINABILITY STRATEGY

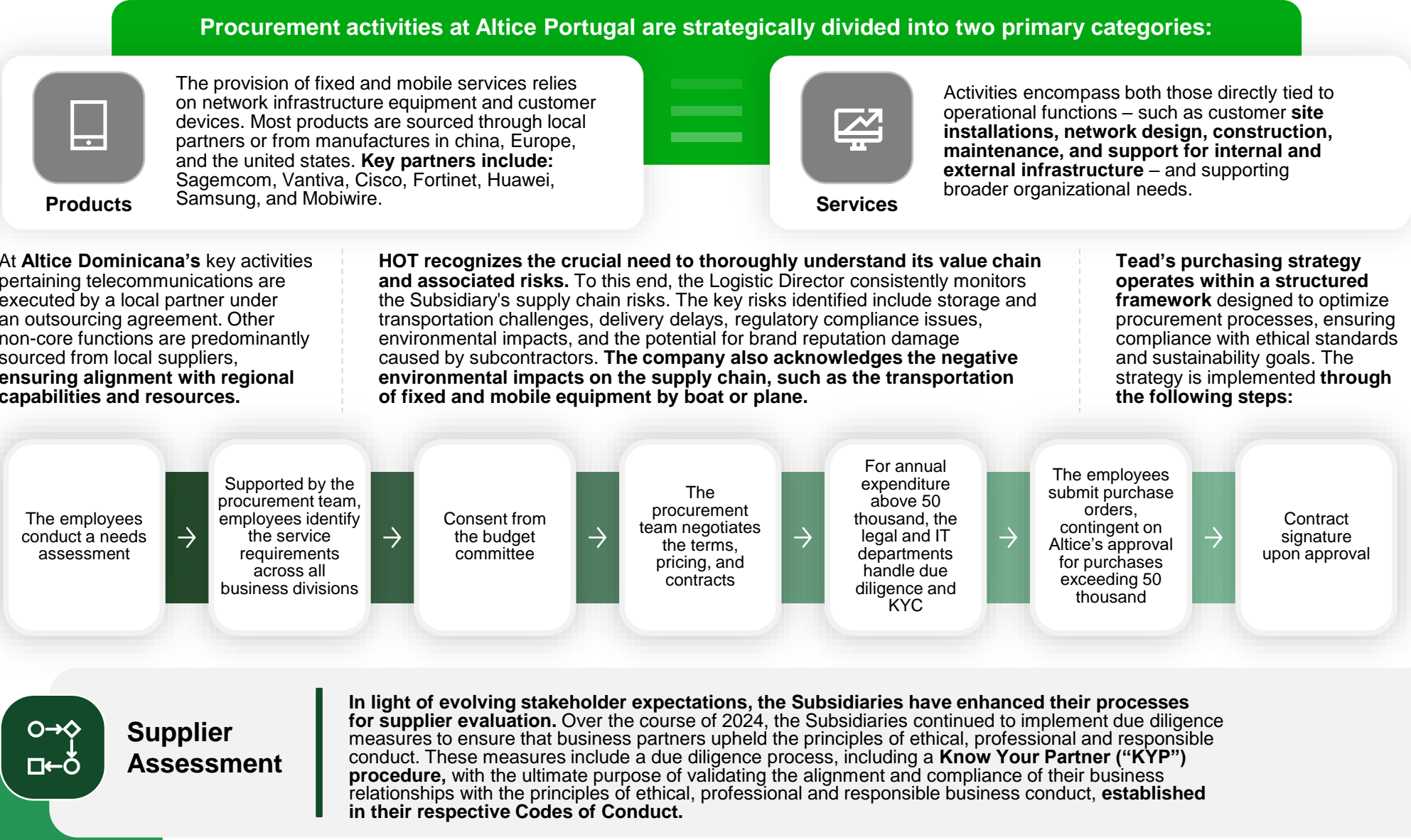
3. ETHICAL BUSINESS

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**The establishment of a contractual relationship between Altice Portugal and its main suppliers** implies the commitment to comply with the principles established in the Code of Conduct for Third Parties and includes ESG requirements.

Annually, suppliers are also subject to a performance evaluation by the departments or areas responsible for contract management. **This assessment is based on the criteria considered most critical, previously weighted and defined** by the assessment areas, taking into account the type of supply and the history of previous assessments carried out.

**In line with new market requirements, the assessment criteria** were revised in 2024 to cover higher demands in the value chain.

### Altice Portugal Supplier Evaluation Criteria



#### Quality and Reliability



- P&S Compliance
- Accuracy in Delivery
- Information security Requirements
- Business continuity requirements



#### Customer Support



- Quality of Technical Support
- Response Capacity



#### Flexibility and Innovation



- Adjusting to Change
- Innovation Capacity



#### Environment & Safety and Health at Work



- Environmental Practices
- Safety and Health at Work Practices



## 3.5 Procurement and Suppliers

### 1. 2024 CONTEXT

### 2. SUSTAINABILITY STRATEGY

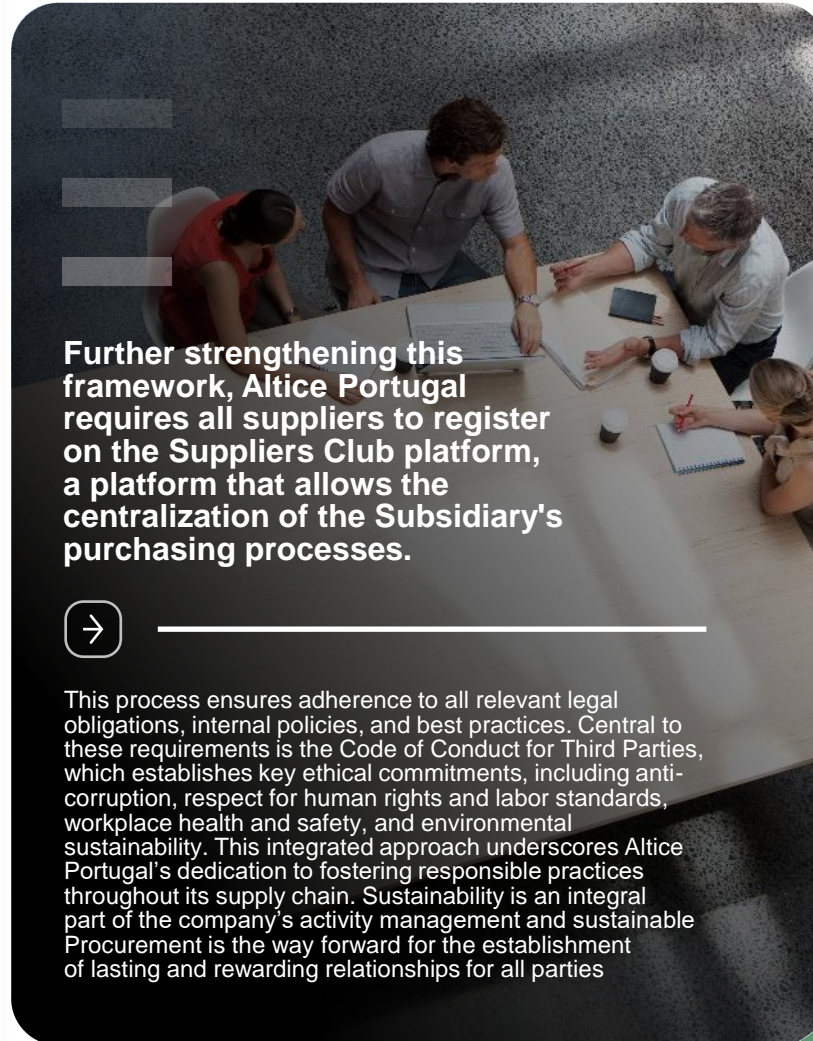
### 3. ETHICAL BUSINESS

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Further strengthening this framework, Altice Portugal requires all suppliers to register on the Suppliers Club platform, a platform that allows the centralization of the Subsidiary's purchasing processes.



This process ensures adherence to all relevant legal obligations, internal policies, and best practices. Central to these requirements is the Code of Conduct for Third Parties, which establishes key ethical commitments, including anti-corruption, respect for human rights and labor standards, workplace health and safety, and environmental sustainability. This integrated approach underscores Altice Portugal's dedication to fostering responsible practices throughout its supply chain. Sustainability is an integral part of the company's activity management and sustainable Procurement is the way forward for the establishment of lasting and rewarding relationships for all parties



In 2024, Altice Dominicana continued the implementation of purchasing guidelines, strengthening relationships with local suppliers, fostering fair practices and sustained due diligence to authorize new vendors.



Altice Dominicana adopts a proactive approach to corporate governance, embedding comprehensive measures across its operations to uphold ethical integrity and minimize risks. **By maintaining a vigilant focus on fraud prevention and corruption control, the Subsidiary ensures responsible and transparent practices in all business dealings.**



The supplier assessment framework is structured around two key ESG dimensions: **Ethical Business Practices and Social Responsibility, emphasizing fair and principled relationships** with partners and customers, and Data Protection and Information Security, safeguarding sensitive customer information through rigorous security protocols.



To reinforce these efforts, **Altice Dominicana has integrated refined due diligence processes, allowing for more stringent evaluations of supplier compliance with ethical and sustainability standards.** These enhancements ensure that suppliers align with the company's values and contribute to its broader ESG objectives.



Furthermore, the Subsidiary has introduced credit management processes to mitigate financial risks effectively. **This strategy underpins Altice Dominicana's commitment to maintaining financial stability** while promoting sustainable and accountable business operations.



Teads has continuously strengthened its supplier assessment process by introducing a KYC questionnaire to all new suppliers with total contract values exceeding 50 thousand per year, as well as for existing suppliers during contract renewal. Additionally, an **ESG questionnaire was implemented to evaluate suppliers' strategies regarding ESG matters. This aligns with Teads' broader commitment to reducing the environmental impact of its services and creating a more sustainable digital advertising ecosystem.**



**HOT enforces a structured supplier agreement framework to ensure corporate social responsibility compliance.** Suppliers must adhere to the UN Global Compact's principles on human rights, labour, the environment, and anti-corruption. They also undergo a standardized onboarding process, requiring legal company details and tax certification from Israeli authorities.





1. 2024 CONTEXT

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STRATEGY

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3. ETHICAL BUSINESS

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4. ENVIRONMENTAL  
PERFORMANCE

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7. PARTNERSHIPS

# 4. Environmental performance

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- 4.1 Energy
- 4.2 Emissions
- 4.3 Materials
- 4.4 Waste
- 4.5 Water and effluents
- 4.6 Biodiversity





## 4. Environmental Performance

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The environmental performance of Subsidiaries should be seen as more than just an obligation. It is a crucial strategic opportunity that can greatly enhance their competitive edge in the market. The impact of their entire value chains on the environment, the increasing number of legal and regulatory requirements, and the rising expectations of stakeholders focused on sustainability, **all highlight the need to integrate environmental considerations into the Subsidiaries' strategies and business models.**

02

In response to these challenges and opportunities, the Subsidiaries are committed to implementing stringent environmental management practices throughout their daily operations. This commitment particularly targets critical areas such as reducing energy consumption, minimizing greenhouse gas (GHG) emissions, conserving water, and managing waste production responsibly. By focusing on these aspects, the Subsidiaries aim to not only comply with regulations but also to position themselves as leaders in environmental stewardship, ultimately contributing to their long-term success and sustainability.

03

Recognizing the intensifying risks climate change poses to telecommunications networks – particularly physical infrastructures – Altice Portugal has conducted a thorough assessment of its key risks and implemented resilience measures. These measures include strengthening and diversifying critical infrastructure, exploring alternative energy sources, and establishing robust contingency plans. Additionally, Altice Portugal collaborates with government authorities to ensure rapid responses to critical incidents, minimizing the effects of climate change on telecommunications operations.





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### Risks and Environmental Disruptions



#### Damage to Infrastructure from Natural Disasters:

Telecommunications infrastructure, including data centers, communication towers, fiber optic cables, and other critical equipment, face significant risks from natural disasters such as wildfires, extreme weather events, volcanic activity, and earthquakes. Such occurrences can result in substantial damage or destruction, disrupting the connectivity essential for maintaining functional networks.

#### Power Outages and Network Dependency on Electricity:

Telecommunications networks rely heavily on uninterrupted power supply. A lack of electricity caused by outages can severely compromise services, impacting network reliability and customer access.

#### Sea-Level Rise and Coastal Erosion:

Coastal infrastructure, such as data centers, base stations, and submarine cables, face increasing risks from rising sea levels and erosion. These phenomena can compromise the structural integrity and long-term sustainability of facilities near coastal areas.

#### Rising Temperatures and Accelerated Infrastructure Degradation:

The gradual rise in global temperatures accelerates the wear and tear on telecommunications equipment, reducing its lifespan and increasing the need for maintenance.

#### Risks of Infrastructure Unavailability Due to Catastrophe:

When critical buildings or network components are affected by disasters, infrastructure may become unavailable, disrupting essential services and connectivity.

### Mitigation Measures



- **Annual drills conducted** in similar buildings to prepare for emergencies.
- **Development of contingency plans** for buildings to ensure continuity of operations.
- **Compliance with safety regulations**, such as installing fire extinguishers and implementing seismic-resistant construction techniques.

- **Monitoring of networks and services** at a national level to address power-related risks promptly, 24/7.
- Implementing alternative **routing for cable tunnels to ensure diversity** and reduce vulnerabilities in case of failures.
- **In areas without a permanent generator**, portable units are deployed to ensure continuity of power supply and minimize the impact of outages.

- **Coastal areas are actively monitored**, even if there is no evidence of alarm situations.
- Alternative and supplementary solutions for **submarine cable systems are being assessed to enhance resilience**.

- **Temperature and air condition units across all primary infrastructures are equipped with monitoring alarms**. Any triggered alarm is addressed immediately, with the most critical incidents escalated for urgent resolution.

- **Deployment of building monitoring systems** (e.g. SADI) to detect and mitigate risks promptly.
- **Enhanced redundancy in network routing** to maintain operations even during partial failures.



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### Altice Dominicana

remains committed to improving its environmental performance and has consistently demonstrated its commitment through a range of impactful initiatives.

**These include optimizing energy processes, launching an e-waste recycling program in September of 2024,** organizing reforestation events and creating the Eco volunteers team, which leads environmental projects across the organization. To further support these efforts, the **Subsidiary introduced “Green Talks,” an educational program designed to raise environmental awareness among employees.**



**To further align with its sustainability goals,** Altice Dominicana has prioritized a data-driven approach to monitoring and addressing environmental impacts. Regular site evaluations, vendor operations guidelines, and advanced data analysis are used to track and mitigate critical challenges, such as greenhouse gas emissions, energy consumption, and the disposal of electronic waste. **The e-waste management program introduced in 2024 exemplifies this effort, encompassing the collection, recycling, and environmentally responsible disposal of obsolete electronics.**



**Altice Dominicana has also strengthened its capacity to address environmental risks,** particularly those associated with extreme weather events, by conducting rigorous data driven risk analyses, scenario analyses, and reviews of historical incidents, developing resilience strategies to safeguard its operations. These include **infrastructure adaptations and risk mitigation measures.**



### Altice Dominicana's 2024 objectives have focused on key priorities:



**Energy Consumption Reduction**  
**Adoption of renewable energy technologies** and energy-efficient equipment to minimize operational energy use



**Reforestation Efforts**  
**Participation in reforestation initiatives to support carbon sequestration,** biodiversity preservation, and the protection of endangered plant species



**Waste Minimization**  
**Implementation of material reuse** and recycling initiatives with a special focus on the **responsible management of end-of-life devices and electronic equipment**



**Educational Awareness**  
Educational programs aimed at employees and local communities to **promote sustainable practices**

## 01 | Natural Disasters



**Mitigation actions:**  
The Subsidiary has contingency plan against hurricanes, which includes:

- **Monitoring of events** that could affect the company, including its different locations through the Emergency Operations Center (COE).
- **Fuel supply** of electric generators.
- **Protection of all electrical equipment** and placement of bags to avoid flooding.
- Evaluation and coordination of employee pick-up(transport).
- Mobile Tower **temporary removal/relocation**.
- **Building protection** measures for Altice and technical personnel.
- **Special protection measures:** Data Center, Switch area, Villa Mella, TIS warehouses.

## 02 | Physical Hazard



**Mitigation actions:**  
The Subsidiary has an Emergency plan, which includes:

- Verification, arranging, and locating personnel, and sources at the determined point in a shorter time.
- Activation of the emergency brigade.
- Activation of intervention sectors.
- Identification of main problems.
- Reporting of the initial status.
- Requesting for External Support.
- Directly intervention in the different areas.



## Teads Acknowledges

that, as a technology-driven organization, its environmental impact extends beyond greenhouse gas (GHG) emissions to encompass other critical factors such as water consumption, material sourcing, and biodiversity preservation. **Recognizing the broader implications of its operations**, the company is committed to assessing and mitigating the environmental footprint of its digital advertising platform.



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To support these efforts, **Teads participated in a Life Cycle Analysis of its Digital Advertising Service** through the **NegaOctet<sup>2</sup> research program**, funded by the French Agency for Ecological Transition (ADEME). As one of its pilot projects, the study identified key improvement areas to reduce the platform's environmental impact. The study revealed that the primary factors influencing the environmental footprint include energy consumption during the use phase, depletion of abiotic resources, water usage, energy required for manufacturing, and soil pollution at the end-of-life stage of digital technologies. These insights are instrumental in driving Teads' ongoing efforts to optimize its processes and technologies.



Further bolstering its commitment, **Teads has undertaken engineering initiatives to enhance the efficiency of its computing resources** while integrating tools within its products to provide transparency on the GHG emissions associated with its advertising services. In 2023, Teads introduced a global campaign carbon reporting service, developed in partnership with Scope3, to quantify the GHG emissions generated by advertising campaign delivery.



In addition, a risk assessment performed at the end of 2023 evaluated the vulnerability of operations, particularly the exposure of cloud infrastructure to environmental phenomena such as heat waves and water shortages. To mitigate these risks, **Teads implemented a highly available and resilient platform architecture**, to ensure operational continuity.



**Teads actively contributes to the development of a standard for GHG measurement** in digital advertising by participating in industry-level working groups, including IAB France, IAB Europe, and GARM/AdNetZero. These collaborations underscore the company's dedication to advancing sustainability within the digital advertising ecosystem.



**HOT is committed to minimizing its environmental impact** and improving its environmental performance by implementing initiatives such as a printing reduction policy to further reduce paper consumption and waste, actively working to decrease the volume of waste sent from the company sites to central waste facilities. Furthermore, the Subsidiary is actively exploring the possibility of employing energy storage facilities or solar farms to mitigate the increased energy consumption caused by rising temperatures and the growing demand for air conditioning systems.

<sup>2</sup> NegaOctet is research project which aims to develop and experiment rules for assessing the environmental impacts of digital services based on a life cycle analysis (LCA) approach with a view to their eco-design in order to.





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## 4.1 Energy

The Subsidiaries' daily operations involve a range of activities and rely on **multiple infrastructures** that collectively demand a substantial amount of energy. Recognizing the challenges posed by high energy consumption, the Subsidiaries are committed to **optimizing energy** use across **all their operational processes**.

This commitment includes implementing **advanced energy efficiency initiatives** to **reduce overall consumption** and actively exploring and integrating **renewable energy** sources into its energy mix.

		2024	2023
Total energy consumption (GJ)			
Electricity consumption	Portugal	982,330	1,009,555
	Israel	153,556	126,982
	Dominican Republic	305,337	297,828
	Teads	2,201 <sup>3</sup>	2,023 <sup>4</sup>
	TOTAL	1,443,424	1,436,387
Fuel consumption (petrol)	Portugal	5,097	2,998
	Israel	62,696	62,688
	Dominican Republic	0	0
	Teads	149 <sup>3</sup>	71 <sup>4</sup>
	TOTAL	67,942	65,757
Fuel consumption (diesel)	Portugal	114,837	114,407
	Israel	2,054	2,912
	Dominican Republic	127,397	142,223
	Teads	236 <sup>3</sup>	194 <sup>4</sup>
	TOTAL	244,524	259,735

<sup>3</sup>Partial Teads data available on 31/01/2025, covering the consumption from offices in France, UK, Canada, Spain (Madrid), Morocco, Romania, Poland, USA (New York, Chicago, Dallas, and Miami), and Singapore. Which represents 58% of Teads staff  
<sup>4</sup>Partial Teads data available on 01/02/2024, covering the consumption from offices in France, Canada, Japan, Spain, UAE, Morocco,Romania, Brazil, USA-New York, Chicago, Dallas, and Miami. Which represents 52% of Teads staff.



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		2024	2023
Total energy consumption (GJ)			
Natural gas consumption	Portugal	28	105 <sup>5</sup>
	Israel	0	0
	Dominican Republic	0	0
	Teads	62 <sup>6</sup>	72 <sup>7</sup>
	TOTAL	90	177
Steam consumption	Portugal	0	0
	Israel	0	0
	Dominican Republic	0	0
	Teads	421	441
	TOTAL	421	441



The significant increase in Altice Portugal's petrol fuel consumption, in 2024, reflects the **lack of availability of diesel vehicles** at rent-a-car services. The vehicles made available in instances of replacement, downtime, accident, or maintenance run on petrol, which causes the **rise in consumption** of this type of fuel. Another contributing factor was the replacement of representative vehicles with **Hybrid Plug-In's** which run on electricity and petrol.



HOT has reported a **notable increase** in electricity consumption in 2024 compared to 2023. This difference results from the deployment of a **new fiber network** across the country at telecommunication sites.

<sup>5</sup> Altice Portugal only has two buildings that consume natural gas, and the building that was the largest gas consumer in 2022 only consumed gas in the first 3 months of 2023. There has been no gas consumption since then. In addition, Altice Portugal no longer has canteens, places where, until then, most natural gas consumption took place. Snak spaces have been created in these buildings where there are vending machines and microwaves

<sup>6</sup> Partial Teads data available on 31/01/2025, covering the consumption from offices in France, UK, Canada, Spain (Madrid), Morocco, Romania, Poland, USA (New York, Chicago, Dallas, and Miami), and Singapore. Which represents 58% of Teads staff

<sup>7</sup> Partial Teads data available on 01/02/2024, covering the consumption from offices in France, Canada, Japan, Spain, UAE, Morocco,Romania, Brazil, USA-New York, Chicago, Dallas, and Miami. Which represents 52% of Teads staff.



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Reduction of energy consumption

To effectively cut down on energy consumption, Subsidiaries have rolled out a series of **strategic initiatives**, which include the **modernization of their infrastructure** and the **facilities upgrading** to integrate energy-efficient designs and systems.

Furthermore, they are slowly taking the place of outdated equipment with cutting-edge technologies that use **less energy, ultimately fostering a more sustainable and efficient operational model.**

		2024	2023
Consumption Reduction Due To Implemented Efficiency Measures (GJ)			
Energy Efficiency Measures	Portugal	25,945	26,172
	Israel	0 <sup>8</sup>	2,042
	Dominican Republic	0.016	0.135
	TOTAL	25,945	28,214

In its pursuit of enhanced energy efficiency, Altice Portugal undertook a series of improvements across its facilities. The Subsidiary also updated 180 outdated air conditioning systems that operated with harmful gases (R22) and were inefficient, replacing them with modern, energy-efficient models. The remaining 220 units are set to be upgraded by the end of the first half of 2025.

Altice Dominicana's is expanding its infrastructure network to support the **growth of its technologies**, which has led to the installation of higher-capacity generators. This change has resulted in increased fuel consumption in certain areas, while other locations rely solely on electrical power. Despite these developments, the subsidiary remains committed to **reducing the environmental impact** of its energy consumption. To achieve this, the subsidiary promotes a lithium battery-based solution called Power Cube, which aims to reduce generator use by up to 64%. Currently, this solution is deployed at 109 sites, with plans to extend it to an additional 15 sites by 2025.

New optimization techniques are deployed regularly to further improve the overall efficiency of the cloud platform such as using **state-of-the-art data compression algorithms** and **automated data retention strategies, automatically detecting and shutting down idle resources, and others.**

Regarding Teads Platform, the computing resources required to run the platform have been continuously optimized. Since 2017, Teads uses machine learning models to predict when its Deman Side Platforms partners are likely to be interested in an auction and drastically reduce the number of requests it sends and their processing by them. Digital Advertising mostly relies on real-time Auction Processes that generate numerous network calls that trigger computing activities on partners' platforms.

Teads infrastructure is outsourced via Amazon Web Services (AWS). Even so, the infrastructure team optimizes the server use based on **revenues and inventory estimates**. The Subsidiary also uses machine learning to stop auction processes as soon as possible to avoid unnecessary traffic and processing which resulted in lower costs and electricity consumption reduction, as well as analysing and detecting heavy ads to optimize them. This results in a more significant reduction impact on the footprint of a campaign outside of Teads platform (network and when played by the user).

When it comes to managing office energy consumption, Teads applies **local energy agency recommendations** for air conditioning and maximum temperature targets for heating and cooling.

As an effort to enhance energy efficiency, HOT adopted electric vehicle use as an alternative to fuel vehicles, in the fourth quarter of 2024, though its impact on overall energy consumption remains low for the year. Additionally, plug-in vehicles are being considered for **future implementation, further supporting** the Subsidiary's commitment to sustainability.

<sup>8</sup> No reduction in consumption due to increase in fuel consumption in 2023, attributable to the rise in the number of vehicles.



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# Renewable energy

The investment in renewable energy is essentially focused on the self-production from solar sources and on the acquisition of electricity generated from renewable sources, ensured by the supplier.

		2024	2023
Renewable energy used (GJ)			
Energy produced from renewable sources	Portugal	8,129	6,815
	Dominican Republic	1,124	1,124
	TOTAL	9,253	7,939
Electricity supplied from renewable sources	Portugal	570,567	592,209
	TOTAL	570,567	592,209



To support the shift towards predominantly renewable energy, Altice Portugal has started the transition of all its energy supply contracts for consumption sites in mainland Portugal to MEO Energia, an Altice Portugal company. By 2024, MEO Energia contracts are expected to represent **67.5%** of the company's **total energy consumption**. In addition, a strategy is being developed for the installation of photovoltaic panels tailored to the specific needs of different consumption sites. Currently, a market consultation is in progress to facilitate the installation of these panels at two targeted locations.



At Altice Dominican Republic, ESCO, a solar energy-based solution with lithium battery backup that cuts generator use **by up to 33%**, was implemented at **35 sites until the end of 2024**.



Responsibility for the renewable energy used in Teads' digital platform falls to its infrastructure providers, which include Amazon Web Services (AWS) and Google Cloud Platform. AWS aims to achieve **100% renewable energy by 2025** through power purchase agreements and the acquisition of environmental attributes such as Renewable Energy Certificates and Guarantees of Origin.



Meanwhile, Google Cloud Platform plans to ensure that all its data centers operate on **100% carbon-free energy by 2030**. By "**carbon-free**," they refer to energy sources that do not emit carbon when utilized, including nuclear, wind, solar, and hydro energy.





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## 4.2 Emissions

The Subsidiaries are tackling the global climate crisis by **actively reducing the climate-related impacts** within their value chains and addressing the associated risks. Achieving this goal requires collaboration at **global, regional, and local levels**, as well as a commitment to individual actions and collective responsibility.

It's clear that adapting to climate change and cutting down greenhouse gas emissions is **crucial** if the Subsidiaries want to avoid experiencing further drastic climate change. This approach is essential not only for protecting the environment but also for **safeguarding public health, promoting economic stability, achieving social justice, and ensuring a sustainable future for all.**

### Direct (Scope 1) GHG Emissions

Scope 1 emissions refer to those directly associated with sources under the control of the Subsidiaries. These emissions primarily result from the **burning of petrol, diesel, and gas** within their facilities, infrastructure, and fleet. The Subsidiaries diligently track these emissions, implementing **effective management practices** and **crafting targeted strategies to achieve substantial reductions.**

		2024	2023
Scope 1 – CO2 Emissions (t)			
Emissions Due To Petrol Combustion	Portugal	361	215
	Israel	4,352	4,351
	Dominican Republic	1,965	1,814
	Teads	8 <sup>9</sup>	4 <sup>10</sup>
	TOTAL	6,686	6,384
Emissions Due To Diesel Combustion	Portugal	8,087	7,992
	Israel	145	206
	Dominican Republic	14,258	17,090
	Teads	17 <sup>9</sup>	17 <sup>10</sup>
	TOTAL	22,508	25,467
Emissions Due To Gas Combustion	Portugal	2	6
	Israel	0	0
	Dominican Republic	0	0
	Teads	3 <sup>9</sup>	4 <sup>10</sup>
	TOTAL	5	10


<sup>9</sup> Partial Teads data available on 31/01/2025, covering the consumption from offices in France, UK, Canada, Spain (Madrid), Morocco, Romania·Poland, USA (New York, Chicago, Dallas, and Miami), and Singapore. Which represents 58% of Teads staff.

<sup>10</sup> Partial Teads data available on 01/02/2024, covering the consumption from offices in France, Canada, Japan, Spain, UAE, Morocco, Romania, Brazil, USA-New York, Chicago, Dallas, and Miami. Which represents 52% of Teads staff.

## Energy Indirect (Scope 2) GHG Emissions

The largest portion of the Subsidiaries' total GHG emissions comes from **indirect emissions** (Scope 2), which result from the consumption of electricity and thermal energy. This predominance is primarily due to the nature of the Subsidiaries' activities, particularly their reliance on data centers and grid infrastructure.



		2024	2023
Scope 2 – CO <sub>2</sub> Emissions (t)			
Emissions Due To Electricity	Portugal	24,795	31,521
	Israel	5,490	4,540
	Dominican Republic	36,792	35,789
	Teads	143 <sup>11</sup>	142 <sup>12</sup>
	TOTAL	67,220	71,992
Emissions Due To Other Energies (Steam)			
	Teads	26 <sup>11</sup>	28 <sup>12</sup>

<sup>11</sup> Partial Teads data available on 31/01/2025, covering the consumption from offices in France, UK, Canada, Spain (Madrid), Morocco, Romania, Poland, USA (New York, Chicago, Dallas, and Miami), and Singapore. Which represents 58% of Teads staff.

<sup>12</sup> Partial Teads data available on 01/02/2024, covering the consumption from offices in France, Canada, Japan, Spain, UAE, Morocco, Romania, Brazil, USA-New York, Chicago, Dallas, and Miami. Which represents 52% of Teads staff.



## Other indirect (Scope 3) GHG emissions



The scope of emissions for 3 GHG includes both **upstream and downstream** indirect emissions related to the Subsidiaries' operations. Understanding these emissions is crucial for gaining a **comprehensive view** of their environmental impact throughout the entire value chain.



At present, all Subsidiaries are monitoring emissions specifically from **Category 6 - Business Travel**. However, efforts are in place to expand this reporting in the coming years to include **additional categories**.

		2024	2023
Scope 3 – CO <sub>2</sub> Emissions (t)			
Business Travel	Portugal	1,351	1,653
	Israel	126	132
	Dominican Republic	21	37
	Teads	1,809 <sup>13</sup>	1,677 <sup>14</sup>
	TOTAL	3,307	3,498

<sup>13</sup> Partial Teads data available on 30/01/2025, covering global transportation (plane, train, car rental) and hotel stays, excluding Taxi fares

<sup>14</sup> Partial Teads data available on 30/01/2024, covering global transportation (plane, train, car rental) and hotel stays, excluding Taxi fares



## Reduction Of GHG Emissions

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In 2023, MEO, a **subsidiary of Altice Portugal**, strengthened its commitment to **fighting climate change** by setting more ambitious emissions reduction targets. These targets have been **carefully aligned** and approved by the **Science Based Targets initiative (SBTi)**.

In 2024, MEO achieved a **51% reduction** in scope 1 and 2 emissions compared to **2019**. Regarding MEO's commitment to involve suppliers in the carbon emission reduction process across its supply chain, MEO achieved **46%** of the awarded value for suppliers with SBTi targets, in **2024**.



**Reduction of scope 1 (direct) and 2 (indirect) emissions by 70% by 2030, based on 2019**

Reduction of scope 3 emissions (value chain)  
- By 2027, MEO commits ensuring that 82% of its suppliers, covering emissions associated with purchased goods and services, will have adopted science-based targets.



To meet its **Scope 1 and 2 emissions reduction goal**, Altice Portugal has incorporated **a range of initiatives into its strategic plan**, focusing on **energy efficiency** and transitioning to renewable energy sources (more information in [4.1 Energy](#)). These initiatives also include the **replacement of its entire representation fleet with hybrid vehicles** by 2025, with 30 vehicles having already been replaced by 2024.

Regarding scope 3, the science-based targets emphasize the **urgent need to engage with and influence its value chain**, particularly when it comes to its suppliers. In this sense, in 2024, **MEO made a key move** by hosting its first-ever "Collaborative Supplier Engagement" session, centered on the **vital goal of decarbonizing the value chain**.

This comprehensive event aimed to enlighten MEO's key suppliers about the essential role that climate action plays **in today's business environment**.

Throughout the session, suppliers received **training on the importance of climate action** in the scope of regulatory requirements.

MEO also introduced participants to Altice Portugal's Environmental, Social, and Governance strategy, illustrating how it fits - **into wider sustainability efforts**.

Additionally, MEO showcased its science-based targets to outline concrete targets for reducing greenhouse gas emissions. **The session created a collaborative atmosphere**, inviting suppliers to recognize and implement climate action strategies within their operations, reinforcing that sustainability is a collective responsibility throughout the **value chain**.

By the end of the session, suppliers were better prepared to understand and contribute to **MEO's climate goals** as well as their own.



Currently **Altice Dominicana do not** have a formal plan to reduce its emissions, although the Subsidiary has a clear commitment to integrating effective solutions that help it with its goal, namely through the **energy efficient measures** (more information in [Reduction of energy consumption](#)).



**Teads is integrating novel carbon measurement services** (Scope 3) dedicated to modelling carbon emissions of digital advertising. Using these solutions **Teads can report but also test** reduction levers such as prioritizing the ad delivery in contexts reported to consume less electricity (e.g. target small devices connected to Wi-Fi) or minimizing the weight of the ads.



In 2024, **HOT introduced electric vehicles** as an effort to electrify its fleet and reduce its emissions, by providing employees with hybrid and electric cars, **having added 50 vehicles in the year of 2024**.





### 4.3 Material

The activities carried out by the Subsidiaries involve utilizing a diverse range of materials, many of which are limited in availability or hold significant economic value. To address the environmental challenges linked to the use of these materials throughout the entire value chain, the Subsidiaries are dedicated to **embracing circularity in their operations**.

This approach not only emphasizes sustainable production techniques but also focuses on **eco-friendly packaging solutions** and on the **reduction of resources consumption to ensure their efficient use**.

		2024	2023
Materials used – semi-manufactured goods or parts (t)			
Batteries (distribution network)	Portugal	16	9 <sup>15</sup>
	Israel	7	10
	Dominican Republic	111 <sup>16</sup>	48
	TOTAL	134	67
Electrical and electronic equipment (distribution network)	Portugal	520	586 <sup>15</sup>
	Israel	152	205
	Dominican Republic	279	354
	TOTAL	951	1,145

→ In 2024, Teads joined forces with Zack/Manutan to manage the decommissioning of IT equipment from its Montpellier offices in France. A total of 332 items, including laptops, phones, and monitors, were identified for reuse or recycling. Looking ahead to 2025, the subsidiary plans to broaden this initiative to additional offices.

<sup>15</sup> Updated values

<sup>16</sup> Increase in battery weight is due to the deterioration of the UPS batteries at the Lope de Vega site in August 2024



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2024

2023

Materials used - associated process materials (t)			
Paper/Paperboard	Portugal	203	283
	Israel	18	28
	Dominican Republic	65	84
	TOTAL	286	395

→ In 2024, Altice Portugal took significant steps to reduce paper consumption by promoting the dematerialization of aptitude sheets for exams conducted at Clinical Centers for Altice Group employees. They also transitioned to digital formats for documents related to the psychosocial risk analysis process. Additionally, the Subsidiary moved all contracts with providers and nurses from physical copies to digital, investing in the technical development needed to automate the contract drafting process.

→ In this Subsidiary, efforts are still underway to fully dematerialize contracts through the "Digital Signature" project, which eliminates the necessity of printing contracts. This initiative aims to reduce both the printing needs and paper usage for customer invoices and contracts.

Materials for packaging purposes (t)			
Paper/Paperboard	Portugal	247	262
	Israel	172	193
	Dominican Republic	65	84
	TOTAL	484	539
Plastics	Portugal	66 <sup>17</sup>	19
	Israel	16	18
	Dominican Republic	5	6
	TOTAL	87	43
Wood	Portugal	50	50
	Israel	23	21
	Dominican Republic	21	28
	TOTAL	94	99

→ HOT's commitment to sustainability is further emphasized through its commitment to reusing materials from faulty devices in their refurbishment process. Additionally, the Subsidiary will reuse their cardboard boxed and only dispose of them once they tear down.

<sup>17</sup> Increase in plastic essentially due to the use of film rolls in tertiary packaging.



## 4.4 Waste

When recovery and resale options are not viable, the Subsidiaries shift their strategy to emphasize sustainable end-of-life solutions that prevent waste from entering landfills. This comprehensive approach reflects a strong commitment to effective waste management practices, ensuring that resources are utilized both efficiently and responsibly. To further support these efforts, engaging awareness campaigns are launched to underscore the shared responsibility of all stakeholders and employees in promoting sustainability objectives. These initiatives are designed to inspire active participation and cultivate a culture of environmental responsibility throughout all value chains.

		2024	2023
Production of hazardous waste (t)			
Waste Batteries	Portugal	133	90
	Israel	4	2
	Dominican Republic	109 <sup>18</sup>	24
	TOTAL	246	116
WEEE	Portugal	1	1
	Israel	352	375
	Dominican Republic	0	0
	TOTAL	353	376



<sup>18</sup> Increase in battery weight is due to the deterioration of the UPS batteries at the Lope de Vega site in August 2024



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2024

2023

Production of non-hazardous waste (t)			
Paper/Paperboard waste	Portugal	78	91
	Israel	3	6
	Dominican Republic	5	2
	TOTAL	86	99
Plastic waste	Portugal	33	28
	Israel	58	31
	Dominican Republic	5	6
	TOTAL	96	65
Activity support infrastructure waste	Portugal	1,676	1,872
	Israel	0	0
	Dominican Republic	6	2
	TOTAL	1,682	1,874
Wood waste	Portugal	105	91
	Israel	39	9
	Dominican Republic	21	28
	TOTAL	135	128

**In 2024, Altice Portugal carried out 20 random audits of cleaning services with the aim of pinpointing opportunities** to enhance the administrative waste segregation process in their buildings. These audits provided a qualitative assessment of compliance with the terms outlined in the service provision contract. **The findings revealed no irregularities, highlighting a strong commitment to the proper disposal of waste.**





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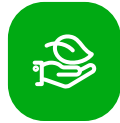
Furthermore, in this context, the **"More Recycling, More Planet"** campaign was launched – an initiative for the collection of electrical and electronic equipment, batteries, and accumulators, in which employees could bring waste electrical and electronic equipment to the Altice Labs Campus in Aveiro for subsequent recycling.

Under this campaign, **1500 kg of waste electrical and electronic equipment, 47 kg of monitors, and 9 kg of portable batteries** were collected.

### Later this year, the Subsidiary implemented the Project Greener Altice B2C initiative.



This marked a significant step forward, **engaging multiple areas of the Subsidiary to redesign** the home networking equipment portfolio with sustainability at its core.



Key measures included the adoption of **recyclable packaging**, and the integration of instruction manuals printed directly onto the packaging, **eliminating the need for additional paper and waste generation**.



These efforts resulted in a **100% reduction of non-recyclable materials** in the packaging of the Subsidiary's products, strengthening the commitment to sustainable practices.

Altice Dominicana's main source of waste comes from **electronic equipment**, which includes items like batteries, generators, fixed equipment (CPE), and scratch cards, SIM cards, and smart cards.

**The Subsidiary** continues to sell discarded equipment and materials to intermediaries, while scratch cards, smart cards, and SIM cards are either incinerated or destroyed. In **2024, there has been a noticeable increase** in the disposal of items such as batteries, CPE, antennas, RBS, and vehicles, attributed to a higher volume of accumulated waste compared to 2023.

To tackle waste management, Altice Dominicana partners with specialized companies to **recycle and reuse environmental pollutants**. In 2024, the company introduced the WEEE (Waste Electrical and Electronic Equipment) program, working closely with the Purchasing and Inventory departments to **handle electronic waste in compliance** with Law 225-20 and its regulations (253-53).

Additionally, Altice Dominicana has started an internal validation process to verify that suppliers purchasing its discarded waste hold the necessary environmental permits from the Ministry of Environment and Natural Resources. **This process will be rolled out gradually.**



Altice Dominicana has also launched a program aimed at raising **awareness and engaging its employees on environmental issues**. Through interactive sessions and activities, this initiative seeks to provide a unique and impactful approach for the team to understand the significance of caring for the environment. Known as **Green Talks**, the program has hosted two training sessions focused on waste management: 'Solid Waste Management' and 'Recycling of Electrical and Electronic Devices and Their Environmental Impact.' **Both workshops were facilitated by an environmental engineer with specialized knowledge in these fields.**

**Teads** generates office waste in its daily operations, **including paper and decommissioned** IT equipment like laptops, smartphones, monitors, and other small devices. In the Paris office, the subsidiary collaborates with service **providers to collect and recycle this waste effectively.**

**HOT is committed to reducing waste** throughout its operations, and as part of such commitment it works directly with the legal known governmental organization to ensure compliance with all Israeli laws regarding waste handling.



## 4.5 Water and effluents

The Subsidiaries maintain robust water and effluent management systems, combining consumption monitoring with targeted reduction measures, despite their relatively modest reliance on water resources. By integrating water efficiency practices into their operational framework, they aim to support broader efforts to preserve this vital resource, while fostering lasting impact on surrounding communities and ecosystems that intersect with their areas of operation.

		2024	2023
Water consumption (m3)	Portugal	162,561	164,252
	Israel	33,824	27,848
	Dominican Republic	340,978	299,937
	Teads	1,805 <sup>19</sup>	1,332
	TOTAL	539,168	493,369

Altice Dominicana is committed to strengthening its water and effluent management efforts, an effort that will be supported through its “Green Talks” program. Additionally, the Subsidiary responds to local regulations on wastewater treatment, water consumption and effluents production. In 2024, Altice Dominicana recorded an increase in water consumption compared to 2023. This increase is attributed to an adjustment arising from a review from the National Institute of Potable Water and Sewerage (INAPA), which resulted in a significant increase of approximately 65% in water tariffs.

Teads' direct water consumption mainly comes from activities related to its offices, including daily operations and employee use. To better understand its overall environmental impact, the Subsidiary carried out an extensive Life Cycle Assessment study. This assessment allowed it to estimate the less visible, yet equally crucial indirect water consumption associated with their digital advertising services.

The Subsidiary is aware that addressing this indirect water consumption is vital to achieving its sustainability goals. This effort is closely linked to optimizing the computing resources needed to provide its services.

HOT introduced reusable dishes to reduce disposable dishware-related plastic waste. This measure increased water and energy consumption due to the need for dishwashing. To counter this, HOT introduced efficient dishwashing, using water and energy-efficient dishwashers.

<sup>19</sup> Partial Teads data available on 31/01/2025, covering the consumption from offices in France, UK, Canada, Spain (Madrid), Morocco, Romania, Poland, USA (New York, Chicago, Dallas, and Miami), and Singapore. Which represents 58% of Teads staff.



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# 4.6 Biodiversity

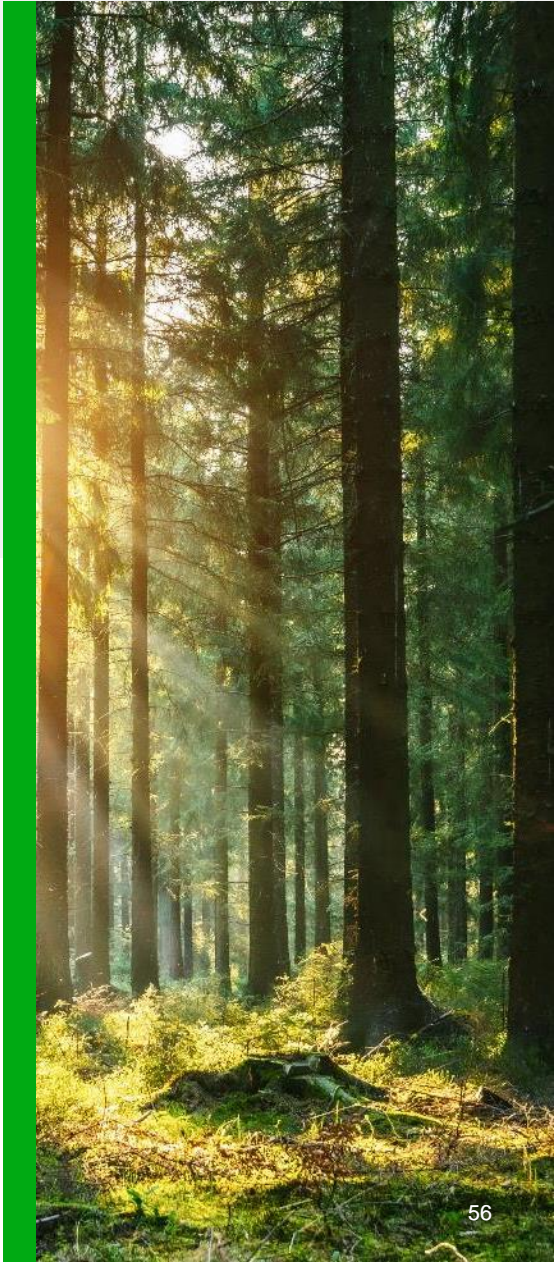
Acknowledging the **interconnectedness of their operations** and the natural environment, the Subsidiaries recognize the ecological sensitivities associated with their operations and underscore the significance of biodiversity preservation within their sector. To mitigate these impacts, the Subsidiaries adopt proactive biodiversity conservation measures incorporating responsible **planning practices designed to minimize disruptions** at both the ecosystem and landscape levels.



In June 2024, Altice Dominicana **reinforced its dedication to the Red List Rescue Mission program**, a collaborative effort between public and private sectors aimed at conserving biodiversity. Through this initiative, the company actively contributes to the protection of critically endangered plant species. As part of its commitment, Altice Dominicana held its inaugural planting event for the Algarrobita (*Cynometra portoricensis*), the specific species it champions.

Altice Dominicana ensures that its **business activities do not harm the biodiversity of the Dominican Republic**, complying with relevant legislation overseen by the Ministry of Environment and Natural Resources (MIMARENA). Additionally, the **Subsidiary ensures that all tower and fibre optic route** construction projects follow the regulatory procedures set by the MIMARENA. Altice Dominicana strictly complies with these process demands, as the Minister acts as the authorizing entity to prevent construction of infrastructure in locations that may harm biodiversity.

As part of the Altice Dominicana Volunteering Program, **60 dedicated Altice volunteers successfully planted 1,000 trees** in the Humadales del Ozama National Park, situated in the province of Santo Domingo. This park is vital for conserving biodiversity, supporting education and scientific research, and providing opportunities for eco recreation. Looking ahead to 2025, the subsidiary aims to boost its planting initiatives by hosting two planting days each year.







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# 5. Workforce

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- 5.1 Talent attraction and new employee hires**
- 5.2 Employee retention and turnover**
- 5.3 Training and skills development**
- 5.4 Diversity, inclusion, and non-discrimination**
- 5.5 Occupational health and safety**







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Employees play a key role in driving the success of the Subsidiaries' strategies and business models. They are key in shaping and reinforcing the company's identity and brand, delivering outstanding customer service, safeguarding critical infrastructures, and fostering innovative solutions that boost competitiveness across the various markets in which the Subsidiaries operate.

As vital agents of change for the sustainable growth of the business, it's crucial to focus on attracting and retaining talented employees. This effort should be backed by high levels of motivation, primarily achieved through opportunities for development and acknowledgment of their contributions.

		2024		2023	
Workforce by gender and age (number of employees)		Men	Women	Men	Women
Portugal	< 30 years old	161	124	118	84
	30 – 50 years old	1,908	1,095	2,055	1,235
	> 50 years old	1,817	1,040	1,718	992
	TOTAL	3,886	2,259	3,891	2,241
Israel	< 30 years old	71	54	66	40
	30 – 50 years old	459	406	467	430
	> 50 years old	201	105	214	119
	TOTAL	731	565	747	589
Dominican Republic	< 30 years old	271	315	303	310
	30 – 50 years old	652	588	699	602
	> 50 years old	68	65	60	54
	TOTAL	991	968	1,062	966
Teads	< 30 years old	107	139	149	165
	30 – 50 years old	438	359	424	328
	> 50 years old	31	16	33	16
	TOTAL	576	514	606	509



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2024

2023

Workforce by gender and age (number of employees)	Men	Women	Men	Women
< 30 years old	610	632	636	599
30 – 50 years old	3,457	2,448	3,645	2,595
> 50 years old	2,117	1,226	2,025	1,111
TOTAL	6,184	4,306	6,306	4,305

With this focus, the **Subsidiaries are dedicated to fostering the empowerment, satisfaction, confidence, and engagement** of their workforce. They also emphasize integrating **diverse socio-cultural backgrounds** into their corporate culture, guided by the following principles.



**Align HR strategies** with the broader business objectives to ensure that **human capital directly supports** the achievement of the Subsidiary's goals.



**Draw and retain top talents** by implementing efficient recruitment practises, offering competitive remuneration and **fostering a supportive and engaging workplace culture**.



Prioritize the **ongoing development of employees** by providing training programmes, mentorship, and opportunities to **enhance their skills**, ensuring they remain adaptable, innovative, and equipped to meet the constantly evolving demands of the industry.



Implement a fair and transparent performance **evaluation process to assess** and reward employees' contributions while identifying and preparing **high-potential individuals for critical** roles within the Subsidiaries as part of succession planning.



Promote a **diverse and inclusive work environment** that appreciates and respects differences in gender, race, age, ethnicity, and other aspects.



**Focus on employees well-being** by encouraging a healthy work life balance, **offering wellness** programmes and **addressing factors that contribute to workplace stress**.

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In Altice Dominicana, the **Human Resources strategic plan is guided by management** principles and adapted to the strategic goals and business needs.

Strategic focus



**Strengthening the management team** through training, support, and tools to adapt to the new leadership styles required by changing times.

**Enhance the brand** both internally and externally to attract and retain top talent for key positions.



**Improving critical stages** like recruitment, onboarding, and employee services by implementing new digital tools and streamlined processes to **make them more accessible, friendly, and agile.**

**Preparing for future work demands** by developing digital and self-management skills, promoting flexibility and work-life balance, and addressing generational differences.



HOT believes that the **uniqueness of each employee as a professional and as a person is an important differentiator for the quality and efficiency of its operations** and, consequently, for its strategy and business model. In order to increase their engagement, and involvement in the Subsidiary's success and goals, it prioritizes in its human resources management, the respectful, honorable, and transparent dialogue with all employees. This approach is transversally adopted in all communication aspects, in all professional categories, and in all hierarchical directions. **The aim is to achieve business goals by caring for, developing, and retaining employees.**

<sup>20</sup> Buzz Box is a quarterly survey, which refers to and applies exclusively to the Altice's Dominicana employees who work with customers in their first contact.

TARGET



→ Work Environment	People survey for all staff (yearly), with <b>90%</b> on eNPS
	Buzz Box Customer fronting (quarterly) with <b>70%</b> on NPS <sup>20</sup>
→ Talent acquisition	<b>20%</b> of general attrition rate
	<b>30%</b> of customer fronting attrition rate
	<b>10%</b> of support function & technical attrition rate
	<b>&lt;10%</b> of key staff attrition rate
→ Recruitment Quality	<b>3%</b> of < 3 months turnover
	<b>6%</b> of <6 months turnover
→ Internal recruitment	<b>50%</b> of vacancies fill with internal candidates
→ Staff Recognition	<b>10%</b> of the staff recognized per semester
→ Performance evaluation & objective settings	<b>90%</b> of staff evaluated per semester

**For Teads, the confidence and involvement of employees are crucial.** Teads is committed to ensuring people have the skills and resources needed to achieve the Subsidiary's strategy and overall ambitions. The Subsidiary's global workforce is crucial to **successfully executing its strategy** and aims to enhance its value by developing, managing, engaging, and **empowering all people.**





## 5.1 Talent attraction and new employee hires

To keep a competitive edge, it is essential to have a robust workforce with specific skills and a high capacity for innovation. Therefore, the Subsidiaries aim to build a strong and diverse team by attracting top talent from the market and retaining their existing employees.

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		2024		2023	
Rate of Entries (%) – by gender and age <sup>21</sup>		Men	Women	Men	Women
Portugal	< 30 years old	42%	42%	40%	50%
	30 – 50 years old	3%	1%	3%	3%
	> 50 years old	1%	0%	1%	1%
	TOTAL	3%	3%	3%	4%
Israel	< 30 years old	70%	74%	71%	43%
	30 – 50 years old	10%	7%	9%	10%
	> 50 years old	1%	2%	2%	3%
	TOTAL	13%	12%	12%	11%
Dominican Republic	< 30 years old	41%	47%	43%	45%
	30 – 50 years old	15%	15%	19%	19%
	> 50 years old	1%	2%	2%	6%
	TOTAL	21%	25%	25%	27%
Teads	< 30 years old	23%	26%	21%	24%
	30 – 50 years old	13%	15%	13%	16%
	> 50 years old	0%	13%	3%	13%
	TOTAL	14%	18%	15%	19%

<sup>21</sup> Rate of Entries (%) = (Total Entries in the period under review)/(Total Employees at the end of the period under review)



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Rate of Entries (%) – by gender and age <sup>22</sup>	Men	Women	Men	Women
< 30 years old	42%	44%	40%	40%
30 – 50 years old	7%	8%	8%	10%
> 50 years old	1%	0,5%	1%	1%
TOTAL	8%	11%	9%	12%

The Subsidiaries attract top talent through a holistic approach, promoting career opportunities both internally and externally via websites, social media, and participation in specific events.

Altice Portugal offers a variety of talent attraction programs, each designed for specific target audiences and driven by different agents, namely:



**Darwin Program**  
A program that aims to rejuvenate the workforce and attract top young talent through a 12-month immersive internship, focusing on STEM fields. It includes business innovation challenges, customized training, volunteer activities, feedback sessions, and more. Each participant is supported by a buddy, mentor, and HR counsellor.

244 Darwins

(integrated since 2022)



**Student@Altice I Summer Internship Program**  
The program aims to connect with academia and attract young talent. Running throughout July, it also strengthens MEO's internal employer brand, with half the participants being employees' children. The program includes four touchpoints: behavioural training, team-building, volunteering, and a business challenge.

+ 99 Internships

(integrated since 2022)

<sup>22</sup> Rate of Entries (%) = (Total Entries in the period under review)/(Total Employees at the end of the period under review



Talent recruitment processes at Altice Dominicana are governed by a set of clear principles:



Innovation



Diversity & Inclusion



Excellence



Disruption

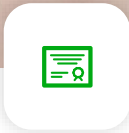


Audacity

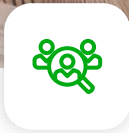
The **Subsidiary** has a dedicated website, Altice Job, to **advertise vacancies and attract candidates**. Additionally, to attract young talent, Altice Dominicana continues to implement several initiatives as part of its **Altice Jobs Program**:



**Universities Partnerships**  
The Subsidiary keeps strong relationships with **leading universities across the country, offering students opportunities for their first professional experience.**



**Edu-Challenge Programme**  
A program that **invites University teams to compete** in solving an internal process challenge or proposal. **The winning team is awarded a 6-month internship** in Altice Dominicana. Although the competition was not held in 2024, the Subsidiary is preparing the next edition in February 2025.



**Look for Your Talent**  
The Subsidiary regularly participates in employability fairs, events that are important showcases for its business culture, as well as for its **available job opportunities**. In 2024, Altice Dominicana part in **major university job fairs** and leveraged company commercial fairs in towns and regions to **promote job vacancies and attract local candidates, especially for D2D vendors.**



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Altice Dominicana's Recruitment Policy is designed to promote non-discrimination and **intentionally includes 2% of individuals with disabilities in its workforce**. Following this purpose, the Subsidiary prioritizes talent, regardless of disability or gender. To ensure equal access to its recruitment platform, Altice Dominicana has created a QR code that can be scanned at job fairs and in stores, allowing all candidates to apply conveniently.

HOT's recruitment processes take place through traditional channels, **but also at fairs and other events and follow the principles that govern all human resources management in the Subsidiary** (more information in [5.2 Employee retention and turnover](#)).

The Subsidiary is constantly searching for different ways to **reach young candidates**. It is **studying Gen Z on a constant journey of looking for and implementing innovative recruitment** tools tailored to this population and various reward methods to target their needs. Its main purpose is to adjust its **human resources management approach to their specific needs**, making itself more attractive to them.

In 2024, in addition to the already established **youth employability programs**, the Subsidiary **introduced an employment program to support students living in peripheral areas** affected by the security situation in Israel. Through this program, HOT awarded these students annual scholarships and **offered employment under favorable conditions**.

Still regarding recruitment programs for **minorities and/or disadvantaged people**, HOT has a partnership with an institution that supports abused women, assisting them in their rehabilitation and preparation for a new start. Within the scope of this partnership, the Subsidiary **promoted a workshop with several sessions, offering employment guidance from job search and resume writing** to interview tips. Following the same line, it also participates in multiple forums to prepare other special populations for the job market, including CV preparation, interview tips, among others.

Through the collaboration with [Gal College's Association](#) and with The Employment Forum, the Subsidiary **promotes employment opportunities for people with disabilities and other needs**.

As a **global media platform**, Teads hires **across all markets**, bringing together a workforce of **more than 60 nationalities**. **Operating in the advertising technology (AdTech) sector**, the Subsidiary regularly seeks advertisers, publishers, and other specialists to manage, deliver, and analyze digital advertising campaigns. To this end, it promotes internships aimed at students, from high schools to master's level and does some presentations to schools to explain **career paths in the Ad Tech sector, in addition to traditional recruitment channels**.

To promote employment for **people with special needs, in France**, the Subsidiary maintains a partnership with the organization **Les Papillons de Jour, the first adapted communications agency in the country**.





## 5.2 Employee retention and turnover

To keep talented employees, the Subsidiaries employ various strategies that emphasize appreciating and acknowledging their workforce. These include enhancing working conditions such as pay, benefits, and flexibility, as well as maintaining health and safety standards (more information in [5.5 Occupational health and safety](#)). Moreover, employees increasingly desire companies that invest in their growth and recognize their achievements. Therefore, performance reviews (more information in [5.3 Training and Skills Development](#)), training, and other development programs are becoming more valued by employees.

		2024		2023	
Rate of Turnover (%) – by gender and age <sup>23</sup>		Men	Women	Men	Women
Portugal	< 30 years old	7%	9%	11%	15%
	30 – 50 years old	3%	3%	4%	3%
	> 50 years old	4%	2%	3%	2%
	<b>TOTAL</b>	<b>4%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>
Israel	< 30 years old	63%	46%	55%	45%
	30 – 50 years old	13%	14%	10%	12%
	> 50 years old	10%	18%	2%	7%
	<b>TOTAL</b>	<b>17%</b>	<b>18%</b>	<b>12%</b>	<b>13%</b>
Dominican Republic	< 30 years old	38%	33%	26%	25%
	30 – 50 years old	27%	21%	22%	24%
	> 50 years old	9%	6%	10%	13%
	<b>TOTAL</b>	<b>29%</b>	<b>24%</b>	<b>23%</b>	<b>23%</b>
Teads	< 30 years old	26%	22%	20%	25%
	30 – 50 years old	20%	19%	18%	21%
	> 50 years old	10%	19%	15%	6%
	<b>TOTAL</b>	<b>21%</b>	<b>19%</b>	<b>18%</b>	<b>22%</b>

<sup>23</sup> Rate of Turnover (%) = (Total exits in the period under review)/(Total employees at the end of the period under review).

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2024

2023

Rate of Turnover (%) – by gender and age <sup>24</sup>	Men	Women	Men	Women
< 30 years old	31%	27%	25%	25%
30 – 50 years old	11%	11%	10%	12%
> 50 years old	5%	4%	3%	3%
TOTAL	11%	11%	9%	11%

Social dialogue

Social dialogue is a **fundamental tool for promoting healthy working relationships**, with the ability to strengthen employee trust and satisfaction and provide healthier working environments. Based on an **important component of employee engagement**, it contributes to employees' commitment to the strategic goals and ambitions of the Subsidiaries, while ensuring fair working conditions.

The **Altice Portugal Labour Relations Advisory Board** is dedicated to fostering dialogue between employees and top management, through regular meetings **involving the Executive Committee**, worker representative bodies, and trade union organizations. These meetings aim to continuously evaluate the workforce's needs and **expectations and identify** improvement areas. Additionally, **Altice Portugal supports the freedom of association for its employees.**

**Altice Dominicana values transparent communication** to foster a productive and innovative work environment. To achieve this, the Subsidiary promotes an open-door policy, that favors **open and direct communication between employees and leaders** and has established a continuous social dialogue program with includes several initiatives.

**99%**  
of Altice Portugal employees are covered by the **collective bargaining agreement**



<sup>24</sup> Rate of Turnover (%) = (Total exits in the period under review)/(Total employees at the end of the period under review).



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In June 2023, the **Subsidiary also launched the Team & People Committee, composed of the CEO, HR management, and employees** from multiple professional categories and departments. This Committee is a forum to discuss employee concerns and find appropriate solutions. **In 2024, the main issues addressed by this committee were improving staffing, improving employee experience**, digitizing highly manual processes, increasing satisfaction in the Network, IT, and Marketing departments, and defining actions to strengthen the institutional plan in order to enhance Employer Branding.

**Altice Dominicana is always open to discussing serious matters that benefit the collective** and does not discriminate against or persecute any employee for exercising his right to engage in **social dialogue with the Subsidiary, form a union, or join an existing one.**

In what concerns of union representation, The Subsidiary has **engaged in several meetings with union representatives**, always through mediation by the Ministry of Labor, although it has **requested to address these matters directly without intervention.** The most recent discussion focused on overtime payment inquiries, which were not conclusive, and the matter was closed.

**HOT engages in periodic conversations, roundtable discussions, and board meetings with various divisions, ensuring HR teams maintain** a constant presence in the field. Intra-organizational communication is facilitated through WhatsHOT (a chat on WhatsApp), emails, and Plasma TVs. HOT also has an **employee committee to further support its workforce**, and keep the dialogue with trade unions, with whom it discusses the different topics agreed upon in the collective bargaining agreement, namely, **the working and well-being conditions and the employee benefits**, that apply to all active employees, except in cases of labor disputes or employment termination.

**Teads does not have any union relationships, and no employees are unionized, nor is there a negotiation agreement.** However, the relationship between management and employee representatives is a crucial aspect of communication for the Subsidiary. In France, employees are represented by the CSE (Comité Social et Économique) and the CHSCT (Comité d'Hygiène, de Sécurité et des Conditions de Travail), with regular meetings held monthly or quarterly. Additionally, **there is a strong feedback culture, supported by the regular use of surveys through the Culture AMP - The People & Culture Platform.**



Employee focus groups

Coffee with the CEO

Top 40 and Top 200 meetings

Biannual Departmental Kick Offs

Buzz box

People survey

Suggestion Box

Ensures confidentiality





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### Employee satisfaction

**The Subsidiaries are deeply committed to fostering overall customer satisfaction by ensuring that their employees are well-supported and motivated.** This commitment is reflected in their comprehensive approach to employee benefits, which are designed to address various aspects of both personal and professional lives. **These benefits include health and wellness programs, retirement plans, flexible working arrangements, professional development opportunities, and more** (more information in the table below). Such offerings are increasingly valued by employees, often on par with fair compensation. **By providing this extensive support, the Subsidiaries not only succeed in retaining top talent but also significantly boost employee satisfaction and productivity.** The specific benefits offered can vary widely between Subsidiaries and are influenced by several factors, including the employee's **seniority level, years of experience, position within the hierarchy, type of role, and field of occupation.** This tailored approach ensures that the benefits are relevant and meaningful to each employee, thereby **enhancing their overall work experience and contributing to the Subsidiaries' success.**

The Subsidiaries **offer a variety of benefits to their employees, which may or may not be included in their respective remuneration policies.** These benefits, addressing different aspects of employees' personal and professional lives, **can vary between Subsidiaries.**





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	Portugal	Dominican Republic	Israel	leads
<b>Health and life</b>				
Health insurance	●	●	●	●
Dental Care insurance	●		●	●
Life insurance		●	●	
Psychological support	●	●	●	●
Medical dispensary		●	●	
<b>Telecommunications services</b>				
Discounts for own products and services	●	●	●	
Voucher for the purchase of a cell Phone	●		●	
<b>Financial resources and savings</b>				
Financial facilities forces rate loans		●	●	
Savings & loan Cooperative		●	●	
Aid fund			●	
<b>Kids</b>				
Summer camps	●		●	
Kindergartens and/or other educational incentives or scholarships	●		●	●
<b>Others</b>				
Vacations days			●	
Study fund			●	
Hybrid work	●		●	●
Holiday Gifts			●	●
Dismiss days	●		●	
Discounts on partner products and services	●			



# Drive

The primary goal of DRIVE, the **Altice Portugal's Internal Mobility Program**, is to provide employees with **opportunities to take on new roles and responsibilities within the organization**, serving as a strategic tool for talent recognition and retention. The program includes two modalities: the DRIVE Program, which **communicates internal mobility opportunities to all employees for application**, and Internal Movements, identified through the **Annual Performance Evaluation Policy and Succession Plans**. Promoting internal development enhances employee value, increases **motivation**, and **strengthens** the organizational climate, resulting in **more productive teams and a positive work environment**. To ensure that the remuneration practiced by Altice Portugal is aligned with the **best market practices**, the Subsidiary uses information from different consultants (results of surveys carried out by them) to annually construct a salary benchmark for the different existing functions.

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To evaluate the satisfaction and sustainable engagement levels of Altice Portugal employees across **15 distinct categories related to the employee lifecycle**, the Subsidiary promotes annually the Organizational Climate Survey. Starting in 2024, this survey **includes 69 questions, with 2 being open-ended, and most are benchmarked**. With **6200 respondents** which represents an **84% response rate**, the survey has led to the development of 8 company-wide initiatives to address strategic issues and an engagement plan comprising over **250 specific initiatives for directors to enhance their specific results**.

HOT's remuneration policy includes multiple benefits such as vacation days, a company car, and a study fund ("Keren Hishtalmut"), among others. In 2024, amidst the war in Israel, HOT concentrated on addressing issues pertinent to this challenging period. The Subsidiary **provided support and accompaniment for employees serving in the reserves**, along with **management guidance** for assisting these employees. Additionally, HOT offered care and assistance to employees evacuated from their homes in **the south and north, as well as to all employees with personal needs arising from the situation in the country**.



### In 2024

The Organizational Climate Survey at Altice Portugal its **employees' satisfaction and engagement**

It covers **15 categories** with **69 questions** (2 open-ended)

Achieved an **84% response rate** (6200 respondents)



### Results

Developed **8 company-wide initiatives** for strategic issues

Created an engagement plan **with over 250 specific initiatives for directors**

**Concerning younger generations, HOT is particularly focused on the initial work period improvement**, offering grants after several months to facilitate optimal learning and skill acquisition to meet goals. Additionally, its development, education, welfare, and leisure programs are designed to align with the interests of Gen Z. As a result, despite the increasing turnover rate among young people, it has managed to maintain a stable turnover rate and is continually striving to reduce it.

For this, HOT periodically measures organizational climate, engagement, employee satisfaction, and turnover rates through **regular conversations, roundtable discussions, and other methods**.

At Teads, in addition to the benefits mentioned above, gifts are **offered when employees' children are born, as well as annually at Christmas**. In addition, the Subsidiary covers part of the subscriptions for **their extracurricular cultural and sporting activities**.

Teads also focuses on **employee engagement to a more sustainable lifestyle**. Regarding mobility, it provides a **bicycle subsidy to employees who go to the office** using this means in the UK, and finances public transport costs in France and the US.

Like Altice Portugal, Teads offers its employees **an internal mobility program that allows them to apply for internal job vacancies**.



## 5.3 Training and skills development

In addition to contributing to employee satisfaction, the development of their **knowledge and skills is particularly relevant in the constantly changing, transformative ecosystem in which the Subsidiaries operate.** Investing in employee qualifications and progression boosts their productivity, creativity, and commitment to business objectives. **This is, therefore, a fundamental element to perpetuate their competitiveness and capacity for innovation.**



### Average training hours — by gender

		2024	2023
Men	Portugal	13.6	63.4
	Israel	13.8	17.0
	Dominican Republic	35.3	26.3
	Teads	61.5	26.1
	TOTAL	21.5	48.0
Women	Portugal	9.9	66.3
	Israel	19.3	16.1
	Dominican Republic	50.0	38.2
	Teads	61.2	35.6
	TOTAL	26.3	49.5

In 2024, **Altice Portugal experienced a significant shift in the number of training hours compared to 2023.** This change was largely due to the introduction of 29 game-format courses in 2023, which were designed for the entire workforce and greatly increased the training volume that year. **After the previous contract ended, the company evaluated alternative training platforms to ensure they aligned with the subsidiary's strategic goals.** Looking ahead, Altice plans to roll out new courses for all employees in 2025.

**During the onboarding process, all new Altice Portugal employees complete a range of eLearning courses,** including the Altice Code of Ethics and Conduct course. After that, each Altice Portugal employee has a specific individual training plan, with different courses and activities, based on eight strategic pillars.



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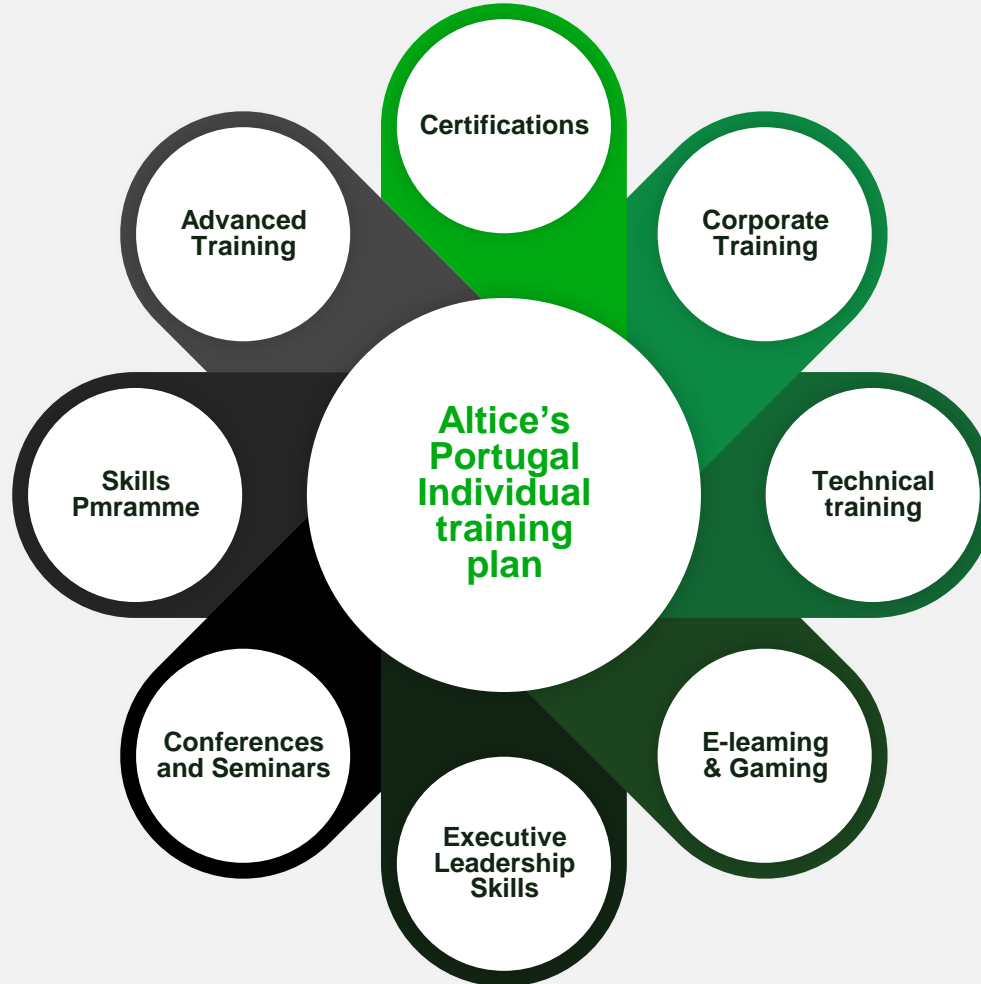
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### MEO Calling I Onboarding and Inboarding Program

Stands out for its ongoing nature, **featuring 3-4 touchpoints throughout the year** rather than being a one-time event. It fosters a sense of group inclusion and diversity, **involving both new hires and existing employees**. The program includes initiatives like themed workshops, buddy assignments, sharing success stories, business training, and creating WhatsApp groups



### Beside.Me I Mentorship Program

This program aims to support two different generations through **mentoring/coaching**. It spans up to 12 sessions, focusing on knowledge transfer, sharing professional and personal experiences, networking, and career mobility. **Mentors are pedagogically trained** and equipped with **coaching tools to structure sessions and goals**.



### Telco Lighthouse I Telco4NomTech

A pilot program **designed to provide non-specialist** employees with knowledge about telecommunications and the **company's position in the value chain**. It consists of four immersive, experiential modules with a hands-on approach: **1. History and Fundamentals of Telecommunications; 2. Business – Product & Service; 3. Network Operations; 4. and Systems**. The program aims to enhance business knowledge, group cohesion, and networking.



### Lifelong Learning I Continuous Learning Culture

**Program that focuses on reinforcing a culture** of continuous learning through e-learning platforms like GoodHabitZ (for soft skills and personal effectiveness) and LinkedIn Learning, which offers around **20,000 courses to approximately 1,000 users**. The goal is to develop skills (about 2 hours of training per month for active employees), reinforce the learning culture, and raise awareness of the need for upskilling and reskilling.





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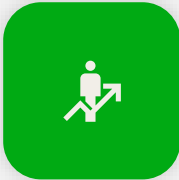
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Altice Dominicana’s training programs are managed through a learning management system (“Altice Academy”), which digitizes the training process and eliminates paper use. The Subsidiary creates tailored career paths for each employee by closely interconnecting the training and development programs and the annual performance reviews. These programs are designed to bridge skill gaps and promote career growth. Key programs include:



Sales Services

Mandatory certification for customer-facing staff.



Commercial Technical Career

Enhancing technical skills for TSR representatives.



Excel Courses

Boosting automation and for financial roles.



Mobile Application Development

Certification for engineering students.



B2B Technical Solutions

Technical training for the B2B sales team.



CCNA Program

Training for network engineers.

To address skill gaps and accelerate digital transformation, Altice Dominicana also has a digital training program via Coursera. This program aims to rapidly upskill employees, retain talent, and enhance business agility. Additionally, the Subsidiary makes available to its employee a range of webinars and virtual training sessions to meet specific needs. Its induction programs for new hires combine both theoretical and practical learning.

Altice Inspira program

In 2024, the Subsidiary launches the Altice Inspira program, a dedicated platform designed to CONNECT with the Subsidiary corporate culture. A team of 25 employee ambassadors led 125 one-hour sessions, engaging over 1,800 employees - 96% of its workforce. This ongoing program is not a traditional workshop or class, but rather an exclusive space for fostering a deeper connection with Altice Dominicana culture. The ambassadors of Altice Inspira are responsible for:



Presenting Culture:

Sharing the core principles of Altice’s culture.



Facilitating Discussions:

Leading conversations around our mission, vision, and values.



Promoting Practices:

Encouraging the adoption of our values within teams.



Generating Commitments:

Aligning the team with our corporate culture and driving engagement.

At HOT, a variety of training and development programs are offered to employees through HOT ACADEMY+, a learning academy that provides a range of courses and enriching lectures. In addition to the courses available on this platform, the Subsidiary offers its employees a series of other training and skills development opportunities.



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### Interventional Processes

Development processes based on specific business needs.



### Professional Conferences and Courses

Participation in conferences and courses in several areas.



### Language Courses

Business English courses and personal tutors for employees and managers.



### It's Your Time to Shine: Small Tips from Great Managers

Weekly managerial tips sent to all managers, along with a booklet compilation.



### Leadership Development

Leadership programs tailored to managers' personal and business needs, including managerial skills, sales and service among others.



### The HOTCAST

An internal podcast with two branches: Episodes for all employees and episodes focused on managerial topics.

In the case of Managers, these learning opportunities are complemented by **coaching sessions with an in-house coach, to discuss leadership and management tools.**

**At Teads, training is a central focus of people strategy.** In 2024, the Subsidiary saw a rise in training hours, thanks to an increase in product training sessions, including mandatory company-wide training that hadn't taken place in 2023.

**Teads encourage employee development and career discussions throughout the year, with a particular emphasis during our annual review.** During this review, employees and managers discuss development areas and training solutions. Managers then coordinate with Human Resources to prioritize these requests, ensuring each one is carefully considered. Regular training offered **includes management training, negotiation skills, public speaking, communication, and language skills.**

With the launch of Teads' Learning Management System (Learn at Teads) in 2022, the Subsidiary continued to focus **on upskilling and increasing platform usage in 2024, now offering over 378 courses with 1,300+ active users.**

### Important e-learning global contents

Revamped Global Teads Fundamental Onboarding Program with 10+ new onboarding paths.

HR-specific training, feedback training, annual performance review content, external soft skills development, and International Women's Day speaker events.



Global Sales training to improve presentations and alignment (95% eLearn completion rate).

Global Mentorship Program to encourage career Development (100+ mentorship matches).



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Employees' knowledge and skills, as well as their ability to perform and the quality of their daily tasks, are closely linked to their career progression. **Growth within any Subsidiary is understood as one of the most appreciated** forms of recognition for the effort and performance of employees, and ultimately, of retaining and maximizing talent.

		2024	2023 <sup>25</sup>
Workers with progressions - by gender (%) <sup>26</sup>			
Men	Portugal	25%	18%
	Israel	4%	3%
	Dominican Republic	49%	29%
	Teads	85%	80%
	TOTAL	28%	22%
Women	Portugal	19%	13%
	Israel	5%	4%
	Dominican Republic	42%	25%
	Teads	84%	83%
	TOTAL	25%	20%

At Altice Portugal, employee performance is assessed annually at a time called "TER – Talent Employee Review". This analysis, complemented by identifying the criticality of employees and **their respective functions and comparing them with benchmark values**, can lead to a salary review.

Aligned with the **strategic goals of strengthening internal** talent and ensuring leadership continuity, Altice Dominicana's progression programs are designed to promote the continuous development of employees. **High-potential employees** are identified through succession planning and are prepared for key roles through training and mentoring, **ensuring readiness for future challenges**. Additionally, Altice Dominicana promotes internal hiring, having **filled at least 50% of vacancies with internal talent**, which contributes to employee retention and motivation.

**These initiatives closely tie to the fair and transparent performance** evaluation process, which is carried out biannually and helps identify and reward high performers.

Regarding Teads' progression programs for 2024, **the process was improved for Engineers**. The promotion process is structured to foster growth throughout all organisational levels, ensuring transparency and fairness. Conducted annually in the fourth quarter, the process ensures that each **promotion candidate aligns with the responsibilities and expectations of the desired role**. This is achieved through a thorough review of various criteria and adherence to specific timelines and committees. This method **enables the Subsidiary to consistently acknowledge achievements** across different roles and levels.

<sup>25</sup> Updated calculation formula, compared to 2022. Percentage currently calculated based on the total number of employees eligible for progression. The eligibility limit may vary between geographies.

<sup>26</sup> Standardized calculation formula for all geographies: Number of workers with progressions by gender/ Number of workers eligible for progressions by gender



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### SE2 Level

Contributor discusses  
with manager

Manager  
Approves



VP  
Validates



Manager Completes  
& shares **Career  
Growth Plan**



### SSE1 Level



Contributor fills  
Permission Form

Manager supports +  
incorporates Peer  
Feedback & Career  
Growth Plan

Manager  
Approves



VP  
Validates



### SSE2 Level & Above



Contributor fills  
Permission Form

Manager supports +  
collects Peer  
Feedback & Career  
Growth Plan

Manager  
Approves



VP  
Validates



### Management Level



Contributor fills  
Permission Form

Manager supports +  
collects Peer  
Feedback & Career  
Growth Plan

Manager  
Approves

VP  
Validates



Committee Members  
vary by level



Managers are encouraged to **meet with contributors to explain the process and guide them** in gathering the necessary information to complete the promotion form.





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**Also, in 2019**, Teads launched a career ladder for individual contributors, and, in 2023, the **Subsidiary introduced a similar framework for engineering managers**. This career ladder was created to meet the **following objectives**:



The ladder consists of a few levels and emphasizes the key skills (both soft and hard) necessary at each stage. **Managers are responsible for addressing any questions that may arise.**

Furthermore, a "**Skills and Capabilities Maturity Matrix**" has been introduced to enhance the clarity and detail of the Engineering Career Ladder. This matrix specifies the skills and competencies expected at different levels, aiding individual career growth by providing clear development pathways. **The goal is to guide development and highlight areas for improvement while recognizing that each person's journey and progression are unique.** By using the matrix, managers and individuals can have meaningful conversations about progress, identify strengths, and set realistic goals for the **next steps in their careers.**

↓  
**At  
HOT**

positions that open for recruitment are first published internally for its employees. External recruitment is sought only when no suitable candidates are found. As a result, around **70% of HOT's managers are internal promotions**. Furthermore, during the **annual employee review process**, employee development and potential for promotion is evaluated.



**Clarifying the expectations** at each level for both individual contributors and managers



**Providing a career development tool** that aligns with industry standards



**Differentiating between the career paths of individual contributors and management**



# 5.4 Diversity, inclusion, and non-discrimination

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**Diversity and inclusion go beyond being mere guiding principles for all Subsidiaries.** They embody a dedication to honoring and appreciating individuals. These values greatly amplify each Subsidiary's capacity for generating value. Organizations that **embrace diversity are more robust in facing present and future challenges**, as they have a deeper understanding of various viewpoints and possess heightened creativity and innovation - diverse individuals contribute fresh ideas.

		2024	2023
Diversity in the company (%) – by gender <sup>27</sup>			
Men	Portugal	63%	63%
	Israel	56%	56%
	Dominican Republic	51%	52%
	Teads	53%	54%
	TOTAL	59%	59%
Women	Portugal	37%	37%
	Israel	44%	44%
	Dominican Republic	49%	48%
	Teads	47%	46%
	TOTAL	41%	41%
Top management positions diversity (%) – by gender <sup>28</sup>			
Men	Portugal	72%	78%
	Israel	50%	59%
	Dominican Republic	57%	57%
	Teads	75%	71%
	TOTAL	70%	71%
Women	Portugal	28%	22%
	Israel	50%	41%
	Dominican Republic	43%	43%
	Teads	25%	29%
	TOTAL	30%	29%

<sup>27</sup> Percentage of men and women in the company  
<sup>28</sup> Percentage of men and women with top management positions over total of top management positions of the company.



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		2024	2023
Management positions diversity (%) – by gender <sup>29</sup>			
Men	Portugal	68%	68%
	Israel	64%	63%
	Dominican Republic	52%	54%
	Teads	57%	56%
	TOTAL	63%	63%
Women	Portugal	32%	32%
	Israel	36%	37%
	Dominican Republic	48%	46%
	Teads	43%	44%
	TOTAL	37%	37%
Other employees (%) – by gender <sup>30</sup>			
Men	Portugal	62%	63%
	Israel	56%	56%
	Dominican Republic	50%	52%
	Teads	50%	52%
	TOTAL	58%	59%
Women	Portugal	38%	37%
	Israel	44%	44%
	Dominican Republic	50%	48%
	Teads	50%	48%
	TOTAL	42%	41%

<sup>29</sup> Percentage of men and women with management positions over total of management positions of the company.

<sup>30</sup> Percentage of men and women of other employees over total of other employees of the company.



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2024

2023

Gender pay gap <sup>31</sup>			
Gender pay gap in Top Management	Portugal	0.98	0.89 <sup>32</sup>
	Israel	0.77	1.54
	Dominican Republic	0.76	0.96
	Teads	1.11	1.12
	TOTAL	1.05	1.28
Gender pay gap in Management	Portugal	0.93	0.94
	Israel	1.04	0.90
	Dominican Republic	1.03	0.94
	Teads	0.91	0.89
	TOTAL	0.97	0.97
Gender pay gap in other employees	Portugal	0.96	0.96
	Israel	0.82	0.80
	Dominican Republic	0.80	0.84
	Teads	0.95	0.99
	TOTAL	0.92	0.93



**Promoting diversity and inclusion requires the involvement of all departments and individuals.**  
**The Sustainability Committee**, which reports to the Executive Committee, meets regularly to define objectives and goals and monitor Altice Portugal's performance in terms of diversity and inclusion.

<sup>31</sup> Gender pay gap = (Average Female base remuneration)/(Average Male base remuneration).  
<sup>32</sup> Updated value.





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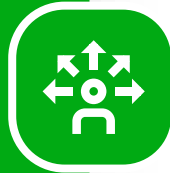
## 3. ETHICAL BUSINESS

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The People and Organization Department is responsible for implementing strategic guidelines, and ensuring that recruitment, training, and development policies are inclusive. This includes implementing equitable selection processes, promoting training programs, and creating opportunities for professional growth that favor equity. It also monitors the progress of diversity and inclusion initiatives, **adjusting strategies as necessary based on concrete data.**

The efforts of the different stakeholders are supported by a diverse set of mechanisms, such as the equality policy, the Code of Good Conduct for Preventing and Combating Harassment at Work, the inclusive recruitment manual, and the [whistleblower channel](#) and the [Reporting Channel for Improper Practices](#). In addition to these, the principles of diversity and inclusion defended by Altice Portugal are also included in the Collective Labor Agreement, the [Code of Ethics and Conduct](#), the Code of Conduct for Third Parties signed.

**To train internal resources in topics related to diversity and inclusion while simultaneously helping other companies to establish their holistic ambition in these areas**, some employees joined working groups of external entities, such as BCSD, throughout the year and participated in events, such as the session on "**Good Inclusion Practices in the Business Context**" held in partnership with Diversity & Inclusion Journey, the National Diversity, Equity and Inclusion Summit, or the event "Rota da Inclusão: o talento não tem idade" which aimed to present business practices that value generational diversity. In addition, **70% of management positions in 2024 were made aware, through an action in conjunction with Valor T<sup>33</sup>, of promoting the employability of people with disabilities.**

<sup>33</sup> A Portuguese organization that supports people with disabilities in seeking and realizing their professional potential, through a process of promoting employability focused on valuing the talent and merit of candidates and on monitoring and sharing opportunities by employers.



**To eradicate the gender pay gap by 2030, Altice Portugal has developed a 5-year implementation plan and schedule.** This plan includes strategic partnerships with entities specialized in professional development and the promotion of inclusion, as well as the implementation of monitoring tools to ensure greater transparency in career development processes.

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**Altice Dominicana was honored to receive the Gold Igualando RD Seal**, a gender equality initiative supported by the Ministry of Women and the United Nations Development Programme (PNUD) in Dominican Republic.

In 2024, implemented and provided training on the gender equality policies and protocols required by the seal. **These policies include the Work-Life Balance Policy, the Workplace Harassment Prevention Protocol, and the Family Gender Violence Prevention Protocol.** Altice Dominicana ensured that all employees were well-informed about these documents by hosting a conference led by an expert, who explained their content and significance.

**Altice Dominicana's recruitment process is grounded in principles of equality and non-discrimination, irrespective of nationality, religion, race, gender, age, or marital status** (more information in [5.1 Talent attraction and new employee hires](#)). In 2024, the Subsidiary participated in job fairs specifically focused **on hiring individuals with disabilities.**

**Additionally, Altice Dominicana raises awareness through campaigns supporting women in vulnerable situations, offering psychological services**, and observing the Campaign Month for Ending Violence Against Women. Since July 2022, the Subsidiary has dedicated facilities, including a psychology consultation office and an online "Linea Amiga" for reporting gender-based violence.



HOT comply with Israel's "Equal Rights for Persons with Disabilities" law, ensuring equal employment opportunities and collaborating with associations that support this cause (more information in [5.1 Talent attraction and new employee hires](#)). The 1998 law prohibits discrimination against employees or candidates based on gender, sexual orientation, marital status, pregnancy, parenthood, age, race, religion, nationality, country of origin, residency, and more.

HOT is proud to employ 5% of its workforce with mental, emotional, and physical disabilities, two percentage points above the 3% requirement under Israeli law, providing them with a supportive and flexible work environment. Additionally, for employees with unique medical and socioeconomic needs, the Subsidiary works closely with them and their managers to find tailored solutions. Active participation in events and conventions for students and graduates and collaboration with associations and charitable institutions to support the integration of underprivileged communities into the job market are also mechanisms for promoting diversity and inclusion used by the Subsidiary.

**Teads has a Global Diversity Committee, composed equally of men and women, that meets monthly to discuss diversity issues and has implemented several initiatives to promote professional equality between men and women. In France, the Subsidiary commits annually to an "Equality Plan" that covers recruitment, training, and promotions, aiming for a 50-50 gender balance. Additionally, country-specific projects, such as anti-racism initiatives in North American offices, are deployed. Employees can share all diversity-related projects through a dedicated Diversity & Inclusion group. All employees are informed about company rules on respect, diversity, and harassment. Teads provides unconscious bias training for recruiters and resources for all employees. It is also a member of the She Runs It Foundation, advocating for inclusive workplaces. Measures are in place to review custom keyword block lists to ensure they do not contain discriminatory terms.**

**Teads has a strong focus on increasing the number of women in technical roles. The Diversity, Equity, and Belonging Group, launched in 2018, aims to bring more women into the Subsidiary, particularly in the Innovation team. A steering committee supports women in tech at Teads, sharing career advice and industry insights. To achieve this, Teads partners with educational institutions like Simplon and AdaTechSchool to offer internships and mentoring to diverse profiles. Its engineers often participate in events to inspire young female students to pursue tech careers. In 2024, the Subsidiary also launched a public speaking training for women in technical roles.**





		2024		2023	
Rates of Return and Retention after parental leave		Men	Women	Men	Women
Number of employees entitled to parental leave	Portugal	100	25	108	19
	Israel	33	59	26	74
	Dominican Republic	47	68	47	84
	TOTAL	180	152	181	177
Number of employees who used parental leave	Portugal	100	25	107	19
	Israel	1	59	2	37
	Dominican Republic	47	68	47	84
	TOTAL	148	152	156	140
Return rate	Portugal	100%	100%	99%	100%
	Israel	100%	54%	100%	50%
	Dominican Republic	100%	100%	100%	100%
	TOTAL	100%	82%	99%	79%
Retention Rate	Portugal	96%	95%	95%	85%
	Israel	100%	89%	100%	53%
	Dominican Republic	87%	67%	70%	74%
	TOTAL	94%	76%	89%	70%

Protection of maternity and paternity

Creating an inclusive work environment requires active engagement throughout the different stages of employees' lives. It is essential to foster an organizational culture that supports the balance between personal and family life and the equitable use of time by both men and women. Subsidiaries' policies should include multiple incentives for parents and those caring for family members, beyond what is legally required.

Altice Portugal has introduced several initiatives to support parenting.

These include offering **2 days** per month in the year of birth, an additional **1 day** of exclusive paternity leave; granted for the first day of school; plus **1 day** of support for children up to **25 years old**. Also, it is provided a **Baby Offer after birth**, offering support and study subsidies for children with special educational needs, and awarding prizes for excellence to students (children of employees) who achieve high academic performance.



Recognizing that Altice Portugal prioritizes practices that support family responsibility, the Subsidiary implemented innovative methods such as flexible working hours policies, social benefits, and professional support for employees and their families, promoting the balance between professional, family, and personal life. Later it was decided that it would be relevant to compile these good practices into a **Guide of Best Practices for Work-Life Balance**.

This guide highlights, among other things, initiatives focused on the company's employees' children, which seek to encourage their development and demonstrate a commitment to future generations. Some of these initiatives, provided by Altice Portugal, are illustrated below.

Study Support

**Scholarships and special educational needs** subsidies for employee's children from lower-income families.

Excellence Awards

**Awards to recognize the academic merit** of employees' children who have completed secondary education with excellent grades.

School Start Leave

**Up to 4 hours off per child** (up to 12 years old) for employees to accompany their children on the first day of school.

Christmas Celebration for Children

**A Christmas gift** for employees' children up to **13 years old**.



Higher Education Scholarships

**100 scholarships per year** for the children of MEO employees and subsidiaries, who have completed secondary education and are applying for a higher education.

Leisure Activities

**Initiatives for employees' children** focused on sports, culture, nature, innovation, and entrepreneurship.

Summer Internships

**One-Month internships for employees children** who have completed secondary education or are in higher education, providing a first work experience.

Social Support for Employees

Initiatives to help and support employees with **personal or family vulnerabilities**, usually related to **health issues** and **economic difficulties**





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### To Support Employees during significant Life Events

Altice Dominicana has implemented the following measures to protect **maternity** and **paternity**.



#### Birth of Children

Male employees are entitled to 10 business days of leave (2 days mandated by law and 8 additional days) upon the birth of a child, being required a copy of the birth certificate.



#### Maternity Leave

Female employees are granted 14 weeks of maternity leave, upon presenting a medical certificate of delivery.



#### Lactation Support

A dedicated lactation room is available, along with half-day of medical leave per month during the first year.



#### Vacation Accumulation

Employees can accumulate up to two years of vacation and schedule it accordingly.



#### Paternity Leave

Male employees can take up to 10 working days of paternity leave, which can be used before the birth of a child.

**HOT adheres to Israeli laws that protect women undergoing fertility treatments, pregnancy, and maternity leave.** For instance, women can extend their maternity leave up to a year, and men can take parental leave in place of their partner.

**The law prohibits the dismissal of a woman for at least 60 days after her maternity leave.** Additionally, following parental leave, employees can work **one hour less per day for a year** without any impact on their salary.

**For Teads, the protection of maternity and paternity and the right to family assistance are essential for promoting a balanced relationship between professional and family life.** Time sharing and monitoring the dimensions of paid and unpaid work promote the harmonization of time use by men and women, generate greater well-being, and increase individual and collective productivity.

Beyond legal requirements, **it is crucial to foster an organizational culture that supports these rights and includes various incentives for parents and those with caregiving responsibilities.**



## 5.5 Occupational health and safety

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**Employee health and safety are vital considerations in any workplace.** Addressing these concerns highlights the Subsidiaries' dedication to fostering a positive work environment. **While stakeholders like customers, investors, and potential new hires highly value this commitment,** it also enhances the sense of belonging among current employees.

<div>Do+</div>		2024		2023	
		Men	Women	Men	Women
Work-related injuries					
Number of accidents at work with medical leave	Portugal	46	5	65	4
	Israel	3	2	1	2
	Dominican Republic	7	16	10	11
	TOTAL	56	23	76	17
Injury rate	Portugal	3.72	2.40	2.12	0.93
	Israel <sup>34</sup>	566.14	714.77	601.68	1,986.10
	Dominican Republic	0.60	1.48	0.83	1.03
	TOTAL	2.99	2.14	1.81	1.03
Lost Days <sup>35</sup> due to accidents at work, with medical leave	Portugal	1,597	167	2,006 <sup>36</sup>	222
	Israel	188	140	60	32
	Dominican Republic	296 <sup>37</sup>	483 <sup>37</sup>	138	77
	TOTAL	2,081	790	2,204	331

**Altice Portugal's employees are represented by the Occupational Health and Safety Committee and the Workers' Committee,** which is also responsible for matters of occupational health and safety. **The Occupational Health and Safety Committee** is made up of employee representatives and representatives of MEO, S.A., who meet monthly. The Workers' Committee, made up of workers' representatives, meets **monthly with the Administration and the Department of People and Organization.**

<sup>34</sup> The high injury rate is essentially due to the reduction in the number of hours worked due to the armed conflict taking place in the region.

<sup>35</sup> Calendar days, from the day following the occurrence of the accident at work.

<sup>36</sup> Updated value. Do not include accidents on the way to work or home.

<sup>37</sup> Traffic accidents occurring during commutes between home and the office, leading to an increased number of sick days.



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**Altice Portugal has several companies certified by ISO 45001**, having, in this context, **structured policies, processes, and practices**, which aim to **prevent injuries**, and **occupational diseases** and promote well-being in the work environment.

**Likewise, all work accidents involving employees and near-accidents reported**, regardless of their severity, are analyzed in order to identify their respective causes and define measures to **prevent the occurrence of events of a similar nature**.

**The Subsidiary also regularly carries out an assessment of psychosocial risks** (such as overwork, lack of support, poor leadership conditions, interpersonal conflicts, and job insecurity). **This process aims to identify, analyze, and mitigate factors** in the work environment that may have negative impact on the psychological, emotional, and social health of workers.

**Altice Portugal employees are provided with a set of training courses on health and safety issues annually**, in line with the needs arising from their respective roles (e.g.: "Safety in Interventions on the Fixed Telecommunications Network"; "Training on platforms "lifting stations"; "First aid teams"; among others). In addition to these, **the Subsidiary also implemented the Awareness Program**, which aims to raise awareness among workers about the importance of active and participatory management of **Health and Safety in the workplace** through the organization, promotion, and implementation of **awareness-raising activities**.

**The Subsidiary has implemented a mechanism** for assessing occupational risks that observes all **the Organization's activities, real or potential emergencies**, and other factors, such as **work organization, social factors, incidents and human factors**, in compliance with a **specific methodology**. This assessment results in the determination of a set of **prevention and control measures necessary** to eliminate and/or reduce the risk of incident or health damage, which are the risk control plan that promotes effective risk management.

**Through Altice Healthcare, Altice Portugal offers a comprehensive range of services** provided by a highly qualified team of **occupational doctors, nurses, and health technicians**. This team also coordinates with competent entities in occupational health.

**Altice Portugal employees are regularly subjected to occupational health examinations**. In this way, the Subsidiary seeks to contribute to the prevention of occupational diseases and work injuries **through the assessment and monitoring** of workers' health in relation to their working conditions.





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# In 2024, **Altice Dominicana** achieved the recertification of its Occupational Health and Safety program under regulation 522-06



This milestone reflects the Subsidiary’s focus on workplace safety and its dedication to fostering a secure and healthy workplace environment. In line with this commitment, Altice Dominicana has developed training plans tailored to meet the specific needs of vulnerable and high-priority areas, ensuring the well-being and preparedness of all employees.

The Subsidiary has implemented the “**SST Program in Torre Altice**”, in 41 stores and facilities nationwide, within the oversight of a Health and Safety Advisor who ensures the physical and mental well-being of employees and compliance with national safety regulations. In line with program requirements, **43 Health and Safety Committees** were formed, meeting monthly to address health and safety issues at work.

**The Health and Safety Advisor, in collaboration with Human Resources, is responsible for ensuring the physical and mental well-being of employees** which means that all risk prevention activities and legal requirements are established and monitored for compliance by business partners and contractors, ensuring that all internal operations and client interactions adhere to national safety standards. The main types of work-related diseases are ergonomic-related, such as back pain (low back pain), neck pain (torticollis), and upper extremity issues caused by poor posture during work. To mitigate these risks, **Altice Dominicana implement scheduled breaks throughout the day** to allow for physical recovery, reduce work intensity, and provide better control over work rhythms.

- Health and Safety Committees responsibilities
- 01 Ensuring Workplace Safety and Health
  - 02 Encourage Workers on the Importance of Workplace Safety and Health
  - 03 Report All Existing Hazardous Situations to the Employer
  - 04 Monitor Working Conditions, Accidents, and Worker Assistance Programs
  - 05 Engage in Planning and Collaborate on Health and Safety Program Implementation
  - 06 Conduct Health and Safety Training Workshops



In Altice Dominicana all staff have access to a medical dispensary for health monitoring and medical dispensaries are available for timely care in case of emergencies.

Additionally, an annual health campaign is conducted to evaluate the medical conditions of employees.

Preventing occupational diseases also involves improving workplace conditions, early detection and management of work-related health issues, and the dissemination of health protection campaigns.



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In 2024, training on Safety and Health at Work was provided to both brigade members and all employees, ensuring a comprehensive approach to workplace health and safety.

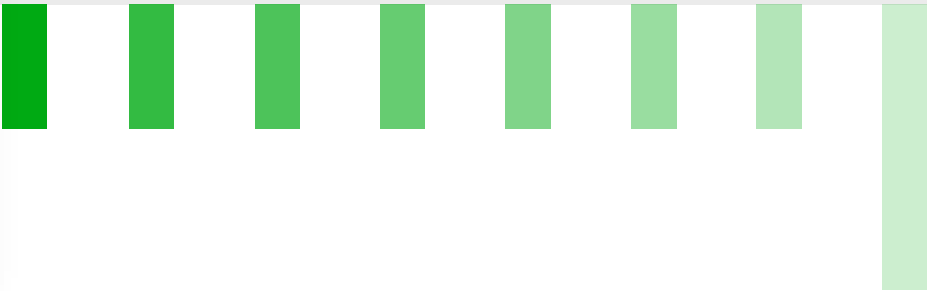
HOT's occupational safety and health management systems are in accordance with the Israeli regulator. In this Subsidiary, each field worker receives tailored guidance based on their specific job risks, such as handling tools, lifting heavy machinery, or working night shifts. This guidance is provided by the safety manager.



The prevention of occupational diseases is carried out through the acquisition and distribution of personal protective equipment according to the risks of the work, which are particularly relevant in the prevention of diseases related to ergonomic issues and exposure to noise and/or sun.

All HOT employees participate in an annual e-learning module focused on workplace safety and training sessions are conducted. The Subsidiary distributed flyers promoting sports activities at workstations to prevent ergonomic injuries. In 2024 a safety training e-course was provided.

Teads promotes wellbeing and provides mental health support to mitigate work-related health risks, with resources for distinct initiatives across its diverse geographies.



Teads held sessions with Mental Health First Aiders on Time to Talk Day (February 1<sup>st</sup>) to encourage open conversations about mental health

Additionally, the Subsidiary offer four coaching sessions each Monday with a licensed psychotherapist for both work and personal issues.

Teads conducted a two-hour training session for managers, led by a workplace psychologist, to help them understand and address psychological risks in their teams.

The Subsidiary introduces sorority, a support net work to address violence and promote well-being, and created a toolkit for women on topics like fertility, menstruation, and menopause.

Teads celebrates the World Mental Health Day with a webinar focused on raising mental health awareness and providing strategies for managing work place anxiety.

The session included expert insights on recognizing mental health challenges, practical tips for coping with anxiety, and fostering a supportive work environment.



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# 6. Proximity to the community

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**6.1 Community communications access**  
**6.2 Community involvement**

# 6. Proximity to the community

**Building strong relationships with local communities remains integral to the strategic vision of the Subsidiaries.** Their commitment goes beyond the provision of telecommunications services, focusing on establishing trust and shared responsibility with the communities in the regions they serve.

**By adopting an inclusive approach with stakeholders, the Subsidiaries deepen their understanding of local needs and aspirations.** This engagement enables them to effectively address challenges while contributing to economic and social development. These efforts play a pivotal role in promoting sustainability within the areas where their operations are based.



## 6.1 Community Communications Access

**Community communication is central to the Subsidiaries' core business,** exemplifying their commitment to providing affordable, inclusive, and high-quality connectivity. This effort includes the **deployment of innovative infrastructure, technologies, and services** designed to foster social cohesion, bridge inequalities, and enable personal growth. By enhancing **access to education and employment opportunities**, these initiatives support the social and economic development of the communities and regions in which the Subsidiaries operate. As such, **the Subsidiaries offer a range of services aimed at their customers and communities.**



Internet Access



Inter-Fixed and Mobile Telephony



Access to information and Entertainment via their TV and radio channels and their digital platforms



Customer Relations



Cybersecurity Services



Altice Portugal’s commitment to community communications access is reflected in its continuous investment in advanced network infrastructure and innovative technologies. This commitment is evidenced by **MEO’s recognition as award-winning mobile network – recognized by Ookla** as being the best mobile coverage provider in Portugal and internationally for outstanding network performance - ensuring robust and accessible connectivity to communities.

These accolades underscore Altice Portugal’s dedication to delivering reliable and efficient connectivity that bridges the digital divide and supports community engagement. Its Subsidiary, **MEO has also been recognized as the best mobile internet provider and the largest fibre network in Portugal.**



MOBILE INFRASTRUCTURES (COVERED POPULATION)

4G

Portugal

2024

2023

100%

100%<sup>38</sup>

Israel

99,9%

99%

Dominican Republic

98%

98%

4G+

Israel

96%

93%

5G

Portugal

96%

96%<sup>34</sup>

Israel

72%

66%

Dominican Republic

30%

21%

<sup>38</sup> Updated value.





## In 2024, Altice Dominicana made substantial progress in enhancing connectivity through strategic investments in network infrastructure expansion.

Significant advancements were achieved in deploying 4G/LTE and 5G technologies, with the addition of 120 new 5G sites, increasing the total number of 5G-enabled sites to 382. This development facilitates the simultaneous operation of 4G/LTE and 5G technologies on the same antenna. In response to growing demand in underserved regions, improvements in the backbone fiber network and Division Multiplexing (DWDM) systems were implemented. Supported by satellite connections for cable services, the Subsidiary's mobile network now provides coverage to 98% of the Dominican Republic's populated areas. **Furthermore, to enhance community access, 600 WiFi hotspots were installed nationwide in strategic locations such as hospitals, libraries, schools, parks, and transit hubs.**



### FIXED INFRASTRUCTURES

Fibre (FTTB/FTTH) – total homes passed (includes shared fibre)

Portugal

Israel

Dominican Republic

2024

2023

6,550,000

2,267,000

1,174,618

6,351,185

2,267,000

1,084,273

Since the beginning of its efforts in this area, **Altice Dominicana has been committed to addressing the digital divide, having equipped 14 digital classrooms nationwide and providing fiber internet access to over 20,000 people.** In recent years, the Subsidiary has strategically implemented its community programs with its commercial objectives, leveraging business opportunities to amplify its social impact while supporting the country's technological advancement.

**HOT is committed to expanding reliable access to connectivity, operating within the scope of its licensing agreement.** Following a 2019 directive from the Ministry of Communications, the Subsidiary has adopted a flexible approach to service deployment. In regions where cable infrastructure is unavailable, continued access is ensured through cutting-edge wireless technology, supporting its commitment to connect communities.





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## 6.2 Community involvement




The Subsidiaries continued to demonstrate unwavering dedication to their mission by deepening their commitment to community engagement. Leveraging their industry’s potential to drive transformative change, **they expanded their social responsibility and volunteering initiatives, prioritizing equality and sustainable development**, with a focus on addressing local challenges.



### Social intervention

The Subsidiaries aligned their actions with **global sustainability objectives, strengthening partnerships with local organizations**. These initiatives not only promoted inclusive growth but also reinforced their role as catalysts for **long-term transformation across the communities they serve**.

		2024	2023
Social intervention			
Number of beneficiary entities	Portugal	725 <sup>39</sup>	1,721
	Israel	10	13
	Dominican Republic	3	4
	TOTAL	738	1,742
Number of individual beneficiaries	Portugal	337,776 <sup>40</sup>	689,138
	Israel	770	500 <sup>41</sup>
	Dominican Republic	14,921	2,594
	TOTAL	353,467	692,432

<sup>39</sup> In 2024, Altice Portugal reports a considerable decline in the number of beneficiary entities as compared to 2023, due to the cessation of the LEYA program.

<sup>40</sup> In 2024, Altice Portugal saw a significant decrease in the number of beneficiaries compared to 2023, mainly due to the suspension of the Khan Academy Program.

<sup>41</sup> This figure represents an estimate of the individual beneficiaries, and the actual number may be higher in practice.



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As part of Altice Portugal's Sustainability Committee, a dedicated Working Group "Community Support" was established, to design and implement initiatives aimed at supporting and enhancing community-focused projects.

**Altice Portugal is committed to providing full accessibility to its services** for individuals with special needs, particularly, individuals that suffer from hearing difficulties.

To this end, and to enhance inclusivity, the Subsidiary has adopted an in-person service solution with Portuguese Sign Language interpreters available at its MEO service centers and MEO stores. **This initiative establishes efficient and effective communication between interpreters, clients, and service providers**, delivering an inclusive and high-quality customer experience.

# Altice → Foundation Portugal



## Accessibility Program

As part of the Accessibility Program, **Altice Portugal supports institutions that collaborate with the community on projects focused on accessible communication and digital inclusion.** The Subsidiary provides software and equipment that promote these initiatives.

Currently, all applications that meet the requirements outlined in the Accessibility Program are fully supported. Additionally, it subsidizes approximately

70%

**of the cost of accessibility technologies, including hardware and software designed to enhance communication and digital access for people with disabilities.**

These subsidies cover devices such as mobile phones, tablets, computers and augmentative communication technologies.

**Plays a big role in the organization's community involvement efforts**, spearheading several initiatives. By leveraging expertise, it is able to forge partnerships to pursue its activities and objectives, seeking effective and sustainable responses to social and global problems. **Its mission is to develop products and solutions that increase communication accessibility for all**, as well as the access to knowledge, access to digital literacy and the democratization of art as a cultural vehicle.

Such objectives materialized through partnerships with universities to capacitate professionals within the digital accessibility space; the creation of an app – **Magic Contact** - that aids individuals who suffer from oral communication or motor disability limitations. In 2024, the Altice Foundation Portugal also launched the Noberto Fernandes Prize, to promote contemporary art, having awarded €40,000 in prizes in the year alone.

Furthermore, in **2024 the Altice Foundation also launched a podcast that aims to explore the intersection between technology and society**, analyzing the impact and challenges that arise from innovation.

Within the digital empowerment focus, Altice Foundation Portugal has also launched the Decodify Yourself initiative. **This program is designed to support women undergoing career transitions** by equipping them with essential digital skills to support their growth and adaptability.

**To humanize events and ensure inclusiveness, enabling the participation of all individuals**, the Altice Foundation promotes accessibility at MEO Festivals, through the project "Música com Sentido", and at MEO Arena, providing the MEO lounge and cabin with accessibilities and technology. As a result, all events held in 2024 were fully inclusive and accessible to all.



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**Altice Dominicana strengthens its connection with the community through a range of Corporate Social Responsibility (CSR) and sustainability programs that emphasize education, digital inclusion, and environmental responsibility.** Fundación Altice was at the forefront of Altice Dominicana's CSR and sustainability initiatives, spearheading activities that improve community well-being and drive sustainable development across social, environmental, and economic dimensions.

# Fundación Altice

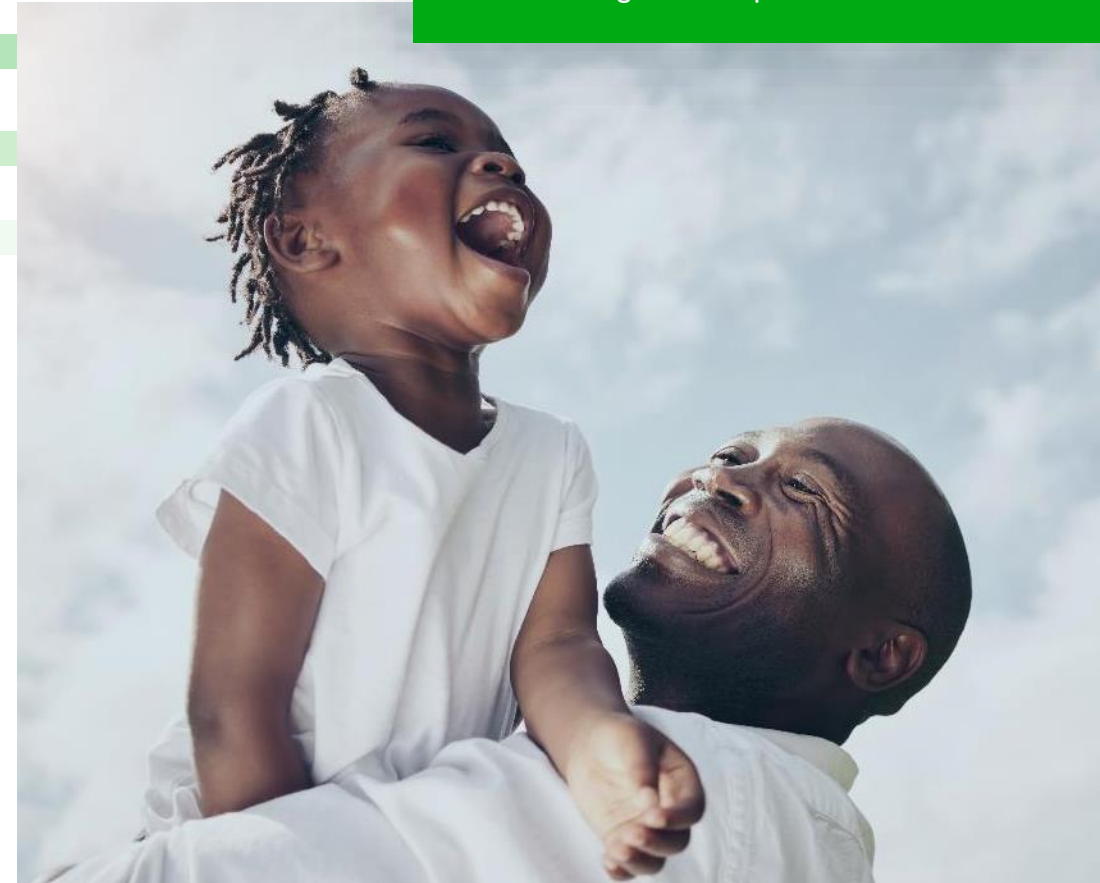


Among its key efforts, **Fundación Altice launched two significant programs in 2024, focused on children. In collaboration with Total Energies and Fundación Altice volunteers, a storytelling afternoon was organized for 120 children from the Hato Nuevo community in Manoguayabo.** Another impactful project was Fundación Altice's participation in the closing ceremony of a children's camp, an initiative that impacted 120 children, combining educational support with a safe, creative environment to nurture their creativity and enjoy meaningful educational experiences.

**Furthering its philanthropic impact, Fundación Altice partnered with Jompéame to assist vulnerable individuals and communities facing emergencies. In 2024, this partnership funded 33 initiatives, amounting to RD\$4,493,400, directly benefiting those in need.**

## Altice Dominicana's 2025 commitment:

strengthen **partnerships with 12 organizations** to democratize access to technology and improve lives through development.





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Moreover, the Subsidiary has strengthened its commitment to social impact through the Digital Social Basket 2 initiative, benefiting 4,300 women living in poverty. **The program, funded by INDOTEL, provides smartphones and fully subsidized voice and data services, to empower women and promote digital inclusion within vulnerable communities.**

Through its diverse social projects, HOT reinforced its dedication to fostering strong community ties.

**In 2024, HOT's main projects included:**



### Donation of Tablets

**Hundreds of tablets were donated by ALTICE** to assist populations. Distribution was organized across three organizations.



### Support for Children with Cancer

Support for Children with Cancer  
**Financial sponsorship of 5,000 NIS** for the **"Greater Than Life – Gdolim MeHahwayim"** association, including the purchase of 250 candy baskets for Purim.



### Workshops for Employees and Families

Two workshops, organized in collaboration with the **"Metzamichim"** association, focused on eradicating social exclusion, benefiting employees and their children, with a total contribution of **4,000 NIS**.



### Support for Kidnapped Families

Financial donation to the headquarters for kidnapped families, including **sponsoring a meeting led by Liel Avraham**, whose partner remains in captivity.



### Pride Month Initiative

Contribution to the **"Igi - Proud Youth"** association to support a Pride Month lecture by Shlomo Weizman, **"Ninja Israel"** contestant.



### Symbolic Support for Awareness

**Financial assistance** for the headquarters of kidnapped families, facilitating the purchase and **distribution of yellow ribbons to employees.**



### Aid for Released Captives

**A financial contribution of 2,000 NIS to Raz Ben Ami**, recently released from Hamas captivity, to support his reintegration efforts.



### Provision for Emergency Responders

Donation of **3,950 NIS for the purchase of "coffee kits"** for rapid response teams in northern Israel and Gaza Envelope settlements





Teads regularly offers advertising campaigns to benefit non-profit organisations or national causes. In 2024, its beneficiaries include North York General Hospital, Friends Without A Border, Fondation France Sclérose, Alzheimer's Association, Face à l'inceste, Solidays (Solidarité Sida), International Animal Rescue, Wildlife Conservation Society, Breast Cancer Research Foundation, Missing School, and Heart on my sleeve.



# Volunteering

Through impactful collaborations with community partners, the Subsidiaries **strive to foster a profound ethos of solidarity** within their organizational culture. Energized by volunteerism, they provide support and deliver aid to those in vulnerable situations. These efforts **reinforce the Subsidiaries' commitment to social responsibility** and **their role in uplifting the communities they serve.**

		2024	2023
Volunteering hours	Portugal	4,281 <sup>42</sup>	8,132
	Israel	720	691
	Dominican Republic	33	33
	Teads	112	112
	TOTAL	5,146	8,968
Volunteers number	Portugal	1,575	1,000
	Israel	185	680
	Dominican Republic	93	74
	Teads	25	20
	TOTAL	1,878	1,774

<sup>42</sup> In 2023, Portugal hosted the World Youth Day (WYD), an exceptionally large event, in which Altice Portugal participated very actively, having accounted for 4,752 hours alone. This decrease is thus attributed to the fact that WYD was a one-off-occurrence. If the volunteer hours associated with WYD were to be subtracted from the total of 2023, it can be observed that a total of 3,380 hours were dedicated to recurring volunteer initiatives.



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Altice Portugal highlights **its culture of community engagement** and its cooperation with the institutions it supports, alongside the strong sense of mission displayed by its employees, who play a vital role as volunteers contributing towards lasting impact through organized initiatives. The annual Volunteer Program is promoted through Altice Portugal's intranet and is open to all Altice Portugal employees who wish to participate. **In 2024 Altice Portugal carried out several volunteering initiatives, reflecting the Subsidiary's commitment to social responsibility and creating lasting community ties.**

## Some initiative include:

### Food Bank

Altice Portugal employees actively support food collection efforts at major retail locations, with the donations subsequently distributed to families in need as well as sorting and organizing collected donations in the food bank's warehouse.

### Blood Donation

A blood donation initiative, that takes place in the Lisbon, Coimbra, Aveiro, and Porto offices, for any employee willing to donate. The aim is to support and regulate transfusion medicine activities, ensuring vital resource availability for those in need.

### Legião da Boa Vontade – Volta Solidária

An initiative designed to deliver fundamental goods to vulnerable displaced groups, both in Lisbon and Porto.

### Pedaling Beyond Age

This program aims to organize bicycle rides for seniors and individuals with reduced mobility, promoting inclusivity and well-being.

### Christmas Hampers 2024

This activity, carried out by Altice Portugal volunteers in partnership with Associação Entreaajuda, focused on preparing Christmas hampers for several supported institutions.

### Gift Wrapping

Carried out by Altice Portugal volunteers, this initiative centered around wrapping educational didactic games, that were distributed to several institutions by Associação Entreaajuda.

### Toy Collection

An activity that took place across various Altice Portugal offices nationwide, with the aim of collecting and sorting used toys, donated by employees.

### Beach Cleanup

An activity with the aim of cleaning up a beach in Ericeira, in collaboration with ALP.

### Painting the kindergarten of Anjos

The initiative aimed to revitalize the facilities at the kindergarten in Anjos through painting and repair work. The project encompassed the refurbishment of multiple classrooms and the gym.

### Combating food waste with REFOOD

Altice Portugal volunteers took part in sorting and packaging surplus food from the Altice Portugal Christmas party, in collaboration with REFOOD centers across Lisbon.

### AMI Christmas Hampers

An effort that involved the preparation of Christmas hampers, in collaboration with AMI.



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# Altice Dominicana's volunteer program

Remains dedicated to enabling employees to apply their skills and knowledge in support of impactful causes led by **Fundación Altice**.

In 2024, **this program experienced notable growth**, an increase primarily associated with the expansion of environmentally focused activities, providing more opportunities for employees deeply committed to sustainability. Positive feedback fortified the program's success and drives the Subsidiary's efforts to expanding efforts, in alignment with employee values.



**Employees at Teads are granted one paid day off per calendar year** to engage in volunteer activities during work hours.

This program empowers employees to make meaningful impact in areas they are passionate about. These initiatives allow them to support causes within their local communities.

**This includes: schools, nursing homes, blood donation centers, environmental initiatives, among others.**

In addition, Teads supports advertising campaigns designed to benefit non-profits, along with initiatives that promote national causes.

**In 2024 the beneficiaries include among others:** Les Restos du Coeur in France, Yorda Adventures in the UK.





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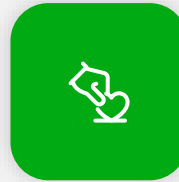
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**HOT is aware of its socioeconomic context and, consequently,** its transformative potential within the community. As such, **HOT actively engages in a range of social initiatives and volunteer-driven projects. In 2024 initiatives include:**



### Support for vulnerable groups

Dispatched food parcels to the **"Yeidey Geha" association**, supporting individuals with mental illness.



### HR Department initiative

**Distribution of coffee and cookies** to patients and their families at Tel HaShomer Hospital.



### Support for wounded soldiers

Delivered food crates to wounded **soldiers at Sorooka Hospital.**



### Summer Event for Evacuees and Children of "Yam Shel Haverim"

Organized a summer event for evacuee **families and children.** Participants enjoyed **free access to an amusement park and video games.**



### Economic support for affected businesses

**Hosted sales fairs for suppliers and reserve soldiers,** whose businesses were impacted by their service.



### Good Deeds Day Volunteering

**Painting of shelters in Gvar'am Kibbutz and assembling bicycles** in Tel Aviv for evacuees from northern and southern Israel.

### Children's Celebration

**As a way of celebrating a local festival,** a party was organized for the children of the association "Yam Shel Haverim," an **organization that works to empower children who are facing boycotts** and social exclusion. In this regard, the party embraced children who were usually excluded from social events, allowing them to create new social connections, moments of peace and joy, and experience what it means to be a child. **As a surprise, TV series stars** were invited to share this moment with the young attendees.

**It should be noted that the party was organized by HOT employees and their children,** promoting a sense of mission, significance, and connection with the community.

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7. PARTNERSHIPS

# 7. Partnerships




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# 7. Partnerships

To amplify the impact of their initiatives, create opportunities for innovation, enhance outcomes, strengthen relationships with stakeholders, and reinforce their role as proactive contributors to the global sustainability agenda within their respective regions, the Subsidiaries collaborate with a diverse range of organizations, including NGOs, governmental bodies, and private sector partners. This collaborative approach actively contributes to SDG 17 – Partnerships for the Goals ([more information in Sustainability Strategy](#))

Organization	Organization description	Organization	Organization description
	→ <b>UNGC</b> - United Nations Global Compact is an international initiative that promotes the implementation of ten universally accepted principles in the areas of human rights, labour standards, the environment, and the fight against corruption.		→ <b>ICT C</b> - ICT Coalition for Children Online works for the development of products and services that address the challenge of child safety in the online world.
	→ <b>RSO</b> - Organizational Social Responsibility Network, created under the EQUAL Community Initiative Program.		→ <b>ITU</b> - International Telecommunications Union is the specialized agency of the United Nations for Information and Communication Technologies.
	→ <b>GRACE</b> - Group for Reflection and Support for Corporate Citizenship, a non-profit public utility business association that operates in the areas of Social Responsibility and Sustainability.		→ <b>UNI</b> – Global Union has the responsibility to ensure that jobs are decent, and workers' rights are protected, including the right to join a union and collective bargaining.
	→ <b>APPD I</b> - Portuguese Association for Diversity and Inclusion mission is to promote diversity and inclusion in different organizations and in Portuguese society in general, cooperating with relevant national and European institutions.		→ <b>BCSD</b> - Business Council for Sustainable Development Portugal is the reference entity of corporate sustainability in Portugal.

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**APEE** - Portuguese Business Ethics Association seeks to support the creation of a Sustainable Development model, illuminated by Ethical Principles and Values, by supporting Organizations that promote the creation of shared value for all Stakeholders, who assume the share of Social Responsibility within the framework of a productive ecosystem and decent work.



**iGen-Forum** Organizations for Equality incorporates in its management strategies the principles of equality and nondiscrimination between women and men in the labour market.



**Safe Internet Consortium** in Portugal, established under the European Commission's program, Safer Internet.



**FTTH** Council Europe, an industry association with a mission to advance ubiquitous full fibre-based connectivity to the whole of Europe.



**ETNO** – European Telecom Network Association is the association of the main European telecommunications network operators.

### Organization

### Organization description



**ETSI** - European Telecommunication Standardization Institute is the European Telecommunications Standards Institute, providing members with an open inclusive and collaborative environment.



**Telecommunications Institute** is a private, not-for-profit organization, of public interest, a partnership of nine institutions with research and development in the field of Telecommunications.



**COTEC Portugal** - Business Association for Innovation is the main Portuguese business association for the promotion of business innovation and technological cooperation.



**FSAN** - Full-Service Access Network is a forum for the world's leading telecommunications services providers, independent test labs, and equipment suppliers to work towards a common goal of truly broadband fibre access networks.



**ETIS** - Community for the Telecom Professionals provides a space where Telco partners can gauge the progress of their IT integration, governance, and transformation strategies against each other in a non-competitive environment that benefits the industry.





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	→ <b>European Cybercrime Center</b> is the European Union's law enforcement agency to fight against terrorism, cybercrime and other serious and organized forms of crime.		→ Other in a non-competitive environment that benefits the industry.  <b>APRITEL</b> – Association of Electronic Communications Operators promotes the adoption of good policies and measures for sectoral regulation, the reinforcement of consumer clarification and the importance of communications in valuing people.
	→ <b>GSMA</b> is an association that represents the interests of mobile operators worldwide.		→ <b>FAQtos</b> is a project developed at INOV – INESC/Instituto Superior Técnico, which aims to make relevant information publicly available on electromagnetic radiation in mobile communications, namely concepts related to electromagnetic waves, exposure limits, bibliography and relevant references.
	→ <b>Broadband Forum</b> is the communications industry's leading organization focused on accelerating broadband innovation, standards, and ecosystem development.		→ <b>Portuguese Foundation Center</b> , a representative institution of the foundational sector in Portugal that works as the sole interlocutor of foundations with the different organs of the State and other civil society organizations.
	→ <b>Wi-Fi Alliance</b> is the worldwide network of companies that brings Wi-Fi. environment that benefits the industry.		→ <b>MEF</b> - Metro Ethernet Forum, a global forum of service providers, software, and hardware technology suppliers who collaborate to solve challenges in the industry by defining the standards and best practices to power enterprise digital transformation.



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**The 6G Smart Networks** and Services Industry Association (6G-IA) is the voice of European Industry and Research for next generation networks and services. Its primary objective is to contribute to Europe's leadership on 5G, 5G evolution and SNS/6G research.



ASSOCIAÇÃO PORTUGUESA PARA A QUALIDADE



**The Portuguese Association** for Quality (APQ) is a non-profit organization, whose purpose is to promote and disseminate theoretical and practical knowledge in the field of Quality and Excellence in Portugal. APQ carries out its activities individually or in partnership with other entities, seeking to present innovative and mobilizing solutions, creating value for Associates and contributing to the sustained development of Portuguese society.



**Connectivity Standards Alliance** has the mission of ignite creativity and collaboration on the Internet of Things, by developing, evolving, and promoting universal open standards that enable all objects to securely connect and interact. The Alliance believes that all objects can work together to enhance the way people live, work, and play.



REDE DE INOVAÇÃO EM AVEIRO



**Inova-Ria** - Association of Companies for an Innovation Network in Aveiro, is a non-profit entity whose purpose is to create and consolidate a cluster in the area of Information, Communication and Electronic Technologies, with a special approach to telecommunications, centered in the Aveiro Region. It brings together and empowers its associates and the surrounding community through the creation of synergies that promote technological development, knowledge and economic growth.



**O-RAN ALLIANCE** is a world-wide community of mobile operators, vendors, and research & academic institutions with the mission to re-shape Radio Access Networks to be more intelligent, open, virtualized and fully interoperable.



POLO DE COMPETITIVIDADE DAS TECNOLOGIAS DE INFORMAÇÃO, COMUNICAÇÃO E ELECTRÓNICA



**TICE.PT** involves and mobilizes relevant actors across the country, and in particular in the regions of Braga, Porto, Coimbra and Lisbon, covering the entire value chain in the TICE area. The TICE.PT consultation platform guarantees and promotes interfaces between the academic world, represented by universities and R&D institutes, and the business world, represented by members and also through networks, especially SMEs, represented by their associations.



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**The TM Forum** is an alliance of more than 800 global companies working together to break down technological and cultural barriers between digital service providers, technology suppliers, consultancies and systems integrators. Its work is defined by its members, which include 10 of the world's 10 largest network and communications providers and span 111 countries.



**CCIFRANCO - Dominican-French Chamber of Commerce** - Promote and maintain Franco-Dominican relations, which allows better representation of its associates before the entities of the two countries. The CCIFD is a reception, information and assistance centre serving the development of trade relations between France and the Dominican Republic <https://www.ccifranco-dominicana.org/es.html>



**COMTEC - Association of Communication and Technology Companies** promotes the evolution, development, and efficient operation of the telecommunications sector in the Dominican Republic, in conditions of legal security and competitiveness, to ensure everyone's access to cutting-edge technology.



**CONEP - National Council of Private Enterprise** leads the strengthening of the free enterprise system, actively participating as an agent of change and transformation, in the consolidation of democracy and its institutions, to promote the economic and social development of the Dominican nation.



**ASIEX** - Foreign Investment Association represents Foreign Investment companies in the Dominican Republic. Ensuring a favourable business climate for investment.



**AMCHAMDR** - American Chamber of Commerce of the Dominican Republic is a non-profit association, legally incorporated on November 8, 1923, which fosters a healthy investment climate based on access to knowledge, opportunities and a culture of best practices for the socio-economic and professional development of its members <https://amcham.org.do/>



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ASOCIACIÓN NACIONAL  
DE EMPRESAS E  
INDUSTRIAS HERRERA



**ANEIH - Herrera National Association of Companies and Industries** - Provides the business sector with high quality services, through innovative actions, with a view to improving the levels of competitiveness of our clients, defending their interests, promoting the integration of the Dominican industrial sector, fostering a culture of quality and developing an entrepreneurial spirit, and preservative of the environment. <https://aneih.org.do/>



Asociación Dominicana  
de Empresas FinTech



**Ado Fintech - Dominican Association of Fintech Companies** is a non-profit association that groups FinTech companies in the Dominican Republic, whose objective is to bring together companies and / or experts in the area so that they grow with their experiences and knowledge, share, and contribute with different perspectives, trying to improve and contribute new ideas that reformulate the way of understanding and providing services and achieve greater financial inclusion.



**COPARDOM** - Employers' Confederation of the Dominican Republic with the mission to continue representing and defending the interests and rights of the country's employer sector in socio-labor matters in order to strengthen the environment in which companies operate. <http://www.copardom.org/>



Cámara Británica de Comercio de la República Dominicana



**BRITCHAMDR** - British Dominican Chamber of Commerce serves its members and related, promoting facilities and increasing relations between Dominican Republic and the UK.



Fundación Dominicana  
de Desarrollo, Inc.



**FDD ORG** - Dominican Development Foundation inc.'s work has been aimed at creating more and better opportunities for the excluded segments of the Dominican population, through generating and strengthening business with training programs, technical assistance, and financing.



CONSTRUYENDO JUNTOS



**ACOPROVI** - Dominican Association of Home Builders and Promoters consolidates the Construction Sector by improving the conditions for increasing the construction, promotion, marketing, and sale of homes in the Dominican Republic. Detect the needs of partners and turn them into actions that promote investment, job creation, and progress in the Dominican economy.





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**ASONAHORES** - Association of Hotels and Tourism of the Dominican Republic effectively contributes to the competitiveness and sustainable development of the country's tourism sector. Promoting equitably the different actors that make up the tourist activity.



**CAMARATIC** - Dominican Chamber of Information and Communication Technologies within its work axes, the institution seeks to promote the neutrality and diversity of the technological offer, the accessibility of technologies for the lower-income sectors, complying with industry standards, supporting universal access and productive use of ICTs in the national business ecosystem.



**CCITPRD** - Portuguese Dominican Chamber of Commerce, Industry and Tourism encourages the promotion and sale of products and services, developed in Portugal and the Dominican Republic, not only through its members, but also through the network of local contacts.



**Santiago Chamber of Commerce and Production** - a non-profit institution that promotes the commercial development of the city. To ensure the welfare and general progress of the city of Santiago de los Caballeros, its mission is to be a promoter of member companies, paving the way for local, regional, national, and international negotiations.



**Chamber of Commerce and Production of Santo Domingo** facilitates business, providing advice, products and services of excellence that allow greater commercial interactivity, the strengthening of competitiveness, the creation of jobs and the formality of the sector.



**ASECEMSA** - Association of Companies of the Center of Santiago has the objective of guaranteeing the permanence and growth of the companies that are in the center of the city of Santiago, creating synergy between businessmen and the community to maintain and enhance commercial dynamism.



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**Fundación La Merced** is a non-profit association (ASFL) belonging to the Dominican Catholic Church, created in 2008 by the Order of La Merced and the community of Our Lady of Guadalupe (Las Caobas). The Foundation was born 10 years ago to provide a more dignified life to children and adolescents, freeing them from child labor and rehabilitating their rights. The Foundation begins with the awareness of a group of people in the community who are concerned about the situation of extreme lack of shoeshine boys in the area. Very spontaneously, they organize themselves to support them.



**Escuela Hogar Nuestros Pequeños Hermanos** is specialized in rescuing children who have lost the main nucleus for their proper development, their family. By welcoming them, we work hard to show them that not everything is lost, that there is hope for the goodwill of lists of people to support them and help them to be someone in life, regardless of past circumstances.



**Perfecto Labs** is building the biggest TechEd resource for Spanish-speaking students and schools across Latin America. Its educational approach is doing and having fun. Its goal is to create innovative, problem-solvers that care about humanity and the planet.



**Fundación SOLCA** is a non-profit organization belonging to the Order of the Pious Schools (Piarist Fathers) with the mission of promoting Calasancian social projects by channeling economic and human resources. These projects are educational and health and benefit more than 5,000 children, youth, and their families, especially those with limited resources and at risk of social exclusion.



**Nature Power Foundation** is a non-profit organization, founded in 2017 as a social innovation that seeks to improve living conditions and contribute to the sustainable development of vulnerable communities in the Dominican Republic and the Caribbean, facilitating access to basic services such as energy and drinking water through alternative sources that protect the environment.



**Cincinnatus Institute of Craftsmanship**  
The Institute is developed as a space where students learn to learn and build their own experiences, providing the resources they need and striving to create an environment where this process can take place, in which, at the end of the day, the responsibility of taking advantage of it falls on them; all this methodology based on the Blended Learning and Experiential Learning modes of learning.



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**The DREAM Project** has grown from one small community in Cabarete to 15 throughout the country, educating more than 6,500 children, youth, and young adults through 17 innovative programs. DREAM offers literacy, early childhood education, youth leadership, the Bachata Academy and community programs to ensure that all children and youth within partner communities never lack access to necessary resources again.



**Fundación MIR** is a non-profit organization that works to educate underprivileged children in the La Romana area. The foundation manages three schools that look after the needs of more than 1,000 children; MIR Esperanza (children's vocational school), the Fundación MIR Vocational Technical School (for girls) and the MIR Primary School (for the little ones).



**ECORED** is a Dominican non-profit organization, which is dedicated to promoting sustainability and environmental protection in the business sector. Its main objective is to promote a responsible business culture committed to caring for the planet.

### Organization

### Organization description



**Fundación Abriendo Camino** focuses its strategy on promoting the rights of children, offering comprehensive education and vocational-technical training as an alternative for development and social inclusion.



**Loyola Polytechnic Institute** is a recognized Dominican educational institution, administered by the Society of Jesus, that offers comprehensive training from initial to higher levels. It stands out for its focus on technological training, combining Ignatian values with an excellent education. Its educational offering covers a wide range of disciplines, from basic sciences to engineering, and has continuing education programs.



**La Hora de Dios** is a non-profit organization with a long history in the Dominican Republic, focused on the social and educational development of marginalized communities. Founded more than 50 years ago, this institution has worked tirelessly to improve the living conditions of thousands of people, especially in the Buenos Aires de Herrera area.



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	<p><b>Federation of the Israeli Chambers of Commerce</b>, which is a non-political, independent, and non-profit body, which is the largest business and employers' organization in Israel. The Federation assists in promoting the business interests of its member businesses, of the trade and services sector, and of the entire business sector.</p>		<p><b>ZIRA</b> (Internet Copyright) Ltd. is an Israeli company established in April 2011 and owned by media entities, was founded to combat copyright infringement resulting from pirated downloads on the Internet. The company is held by broadcasting bodies such as "KESHET" and "RESHET," the satellite company "YES," "HOT," and the film distributor "United King." Nearly all broadcasting bodies in the country, including producers and creators, procure enforcement services from the company.</p>
	<p><b>Mobile Marketing Association</b> (MMA) is a marketing trade association that, brings together the full ecosystem of marketers, martech and media companies working collaboratively to architect the future of marketing, while relentlessly delivering growth today.</p>		<p><b>IAB Europe</b> is the European-level association for the digital marketing and advertising ecosystem.. The IAB Europe offers consumers an online web opt-out platform and provides general information to consumers about privacy tools.</p>





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	<p>→</p> <p><b>She Runs It</b> is a global organization with a mission to pave the way for more women to lead at every career level, that advocates for more inclusive workplaces and cultures so that women of all ethnicities and identities can prosper in marketing, media, and tech. She Runs It offers a great way for professionals to expand their network, and to develop their leadership &amp; career skills.</p>		<p>→</p> <p><b>Digital Advertising Alliance of Canada</b> ("DAAC") is a consortium of the leading national advertising and marketing associations whose members share commitment to delivering a robust and credible program for responsible online interest-based advertising (IBA). DAAC offers consumers an online web opt-out platform and provides general information to consumers about privacy tools.</p>
	<p>→</p> <p><b>European Digital Advertising Alliance</b> ("EDAA") offers consumers an online web opt-out platform and provides general information to consumers about privacy tools. The principal purpose is to provide the 'AdChoices Icon' to companies involved in data-driven advertising across Europe.</p>		