

Altice International

Non-Financial Performance Statement 2023



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1. 2023 Context





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2023 was a year characterized by geopolitical instability, which escalated into armed conflicts, not only in Ukraine but also in the Middle East, where HOT's operations are located. There are also enormous challenges in managing and adapting to climate change, the effects of which can be increasingly evident and catastrophic.

In connection with these events, **there was an increase in inflation rates**, which has been exacerbating economic disparities worldwide.

This also results in an **increase in migration**, in search of better living conditions and security.



During 2023, important advances were also made in terms of artificial intelligence, which is increasingly efficient in carrying out the tasks assigned to it and accessible to government entities, companies, and the population in general. This entails huge ethical and humanistic challenges, and those related to the security of the systems themselves.

It is with great commitment, a sense of responsibility and a desire to make a difference and to innovate that the **subsidiaries of Altice International S.à r.l ("the Subsidiaries") have been managing these challenges** imposed on them and many others that arise in their daily operations.



Altice Portugal remains up to date with best practices, namely through participation in conferences, meetings and forums with the main peers in its sector, on the challenges to which it is subject, such as the FT-ETNO Tech & Politics Forum of the Financial Times. In this way, it encourages investment in strong, innovative, and interactive solutions, which take advantage of 5G and developments in artificial intelligence to respond to problems facing people and companies.

Even in a challenging year in global terms, MEO, a Subsidiary of Altice Portugal increased exports, maintained its focus on business goals, through the reinforcement of the 5G network and the development of products and services and once again proved the capacity and stability of its infrastructures in large-scale events like World Youth Day Lisbon 2023 or Web Summit.

In June 2023, Altice Dominicana carried out significant organizational changes as part of a transformation process. To continue strengthening its leadership in the telecommunications sector, Altice Dominicana is implementing a transformation process, within the framework of which changes were made to significant organizational issues, including the segregation of commercial areas, by functions (marketing and sales), instead of segments (B2C and B2B); the consolidation of technical functions (Network & IT) to create synergies, especially with VAS and Cybersecurity; the consolidation of the client's operational activities; and the consolidation of corporate functions to create synergies (human resources, legal and regulatory, security, institutional relations).

In July 2023, Altice Portugal learned that the Public Prosecutor's Office in Portugal was investigating allegations of harmful practices and misconduct of certain individuals and entities affecting Altice Portugal and its subsidiaries ("Operation Picoas"). Altice Portugal took immediate remedial actions, including enhancing internal control procedures and controls and strengthening the oversight of procurement processes (more information in [3. Ethical Business](#)), and immediately undertook to transition away from all suppliers potentially implicated in the Portuguese authorities' investigation. In parallel, an internal investigation was launched to perform a thorough risk assessment and root cause analysis of the alleged conduct. The investigative work initially scoped has been substantially completed and no material impact is expected on Altice Portugal's financial statements.



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The National Artificial Intelligence Strategy (“ENIA”)

was launched in the Dominican Republic in October 2023, as a project of the Government Office of Information and Communication Technologies (“OPTIC”). The ENIA strategy aims to revolutionize public administration by promoting the ethical use of Artificial Intelligence (AI) through the development of human capital, innovation, and technological infrastructures. With its ambitious vision, ENIA seeks to establish the Dominican Republic as a leader in AI in the region, based on four pillars: *digitais, a inovação e a qualidade do serviço.*



In 2023, according to Merco (Corporate Reputation Business Monitor)

Altice Dominicana ranked fourth among the companies with the best corporate reputation at the national level, in addition to being one of the ten most responsible companies in terms of ESG criteria (environmental, social and corporate governance).

Also in this ranking, Altice Dominicana was distinguished in other categories: number one in the telecommunications sector ranking; and sixth position among the ten most environmentally responsible companies.

Altice Dominicana was also recognized with the 2023 Foreign Direct Investment award, by the Export and Investment Center of the Dominican Republic (“ProDominicana”). This distinction recognizes the significant role played by Altice Dominicana in the country’s economic growth over the last year, as holder of the most complete and robust network infrastructure in the country, whose expansion is the result of an investment of more than RD\$52,000 million, which allowed, among others, the expansion of the 4G LTE network and more recently the 5G network.

In 2023, Teads opened new entities in Poland, Saudi Arabia, and India. In 2023, the Subsidiary has also pursued its omnichannel strategy, notably with new connected TV partnerships.

On October 7, 2023, the State of Israel suffered a surprise terror attack, which led to the declaration of the ‘Iron Swords’ war. The war is on-going as of the issuance date of this report. As a consequence of the situation, HOT’s operations in Israel are impacted. More specifically, HOT is affected by a reduction of revenue in the fixed segment and in the mobile segment. Based on the company’s current assessment, its physical infrastructure (namely mobile towers and the HFC network) was not significantly affected. The impact on the fourth quarter of 2023 was limited on the company’s operation in Israel. The evolution of the situation is uncertain and closely followed.

2023 was a year during which the subsidiaries faced enormous challenges. Even so, they were able to reaffirm their market position, following the main sector trends, including in environmental, social and governance (ESG) matters, as presented in this report.



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2. Sustainability strategy





2. Sustainability strategy

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In today's world, it is imperative that the technology and telecommunications sector operates in a highly competitive market that is driven by environmental and social responsibility and adheres to the highest standards of ethics and transparency. Innovative solutions must be utilized to ensure a fairer and more sustainable future.



In 2022, Altice Portugal conducted a stakeholder consultation process to identify its main sustainability themes, which formed the basis for its sustainability strategy definition in 2023. Altice Portugal is committed to sustainability, as reflected in its mission statement - "Connecting people to a more innovative, inclusive, and sustainable life." The Subsidiary's sustainability strategy is based on a set of assumptions and priority themes, and a range of goals, measures, and actions are being defined to achieve them.

We face challenges in a responsible and resilient way.

Ethics, transparency and fighting corruption	Compliance	Crises, risks and opportunities management	
Responsible governance	Human rights	Economic performance	
	Data protection, privacy and cybersecurity	Responsible supply chain	

We promote a more human and inclusive society

Innovation and digital transformation

Community engagement

Products and services accessibility and quality

We raise our people's potential

Talent attraction, development, and retention

Diversity and inclusion

Labour health and safety

We take care of our planet

Efficient energy consumption

Emissions and climate change

Waste management and circularity



Aware that the compliance with this strategy depends on the strong involvement of all its operational areas, the Subsidiary redefined its sustainability governance model. Therefore, an Ethics Committee and a Sustainability Committee, that report directly to the Executive Commission, have been created. The last one is supported by some working groups specialized in different areas.



Executive Commission

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Sustainability Committee

Ethics Committee



Advising the Executive Committee on the **integration of sustainability principles** into Altice Portugal's management

Advising the Executive Committee in promoting **ethics and conduct in the management process** of Altice Portugal

Working Groups

↓
Community Support

↓
Human Capital, Human Rights, Diversity & Inclusion

↓
Responsible Purchasing

↓
Climate Change and Environment

↓
Sustainability Legal and Regulatory Requirements



Altice's Dominicana commitment to integrate the best sustainability practices has materialized alongside ongoing organizational restructuring ([see 2023 Context](#)). As a first step towards defining the sustainability strategy and integrating it into operational and administrative processes, the Subsidiary has worked on structuring a Sustainability committee, and a unit dedicated to strategic sustainability management was created. Furthermore, a work plan is being implemented focused on achieving some of the international sustainable development objectives, and social actions have been carried out in areas of special commercial interest. In this way, the Subsidiary aims to reinforce the brand's presence, improve its reputation and positively impact the communities in which it operates.



Teads' mission is also aligned with the promotion of a sustainable advertising and media ecosystem, financing quality journalism and respectfully connecting brands to consumers. Digital advertising is generally associated with past inconvenient situations: aggressive retargeting, intrusive ads, excessive use of personal data and, the spread of fake news on social media, just to gain clicks and attention. Teads seeks to be an alternative to this reality. To achieve this, it built a platform centred on respect for the user, which offers brands a respectful and sustainable form of communication. Its approach follows the following pillars of responsible advertising:



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Support quality journalism to the total detriment of media producers that disseminate fake news or hateful content.



Engage consumers responsibly, with less intrusive formats that can be ignored or by minimizing the use of personal data.



Contribute positively to society through diversity and inclusion, support charities, and reduce the environmental impacts of its activities.



The management of sustainability issues carried out by Teads follows an iterative process that includes measuring impact along the value chain to identify areas for priority action.

As a result of this analysis, the Subsidiary has made special efforts to minimize emissions throughout the entire value chain, including reducing emissions, from the cloud platform and advertising delivery to the advertising campaigns themselves, and raise awareness among suppliers.



During Teads' last risk mapping update in 2023, sustainability impacts (environmental, societal, and governance) were assessed and incorporated into the determination of each identified residual risk. The Subsidiaries' efforts to respond to ESG issues result in important contributions to achieving the Sustainable Development Goals, which are duly addressed in this report:



2030 Goal:
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 >

2023 Results/KPI's:

1.81 of injury frequency rate (reflects the number of injuries sustained by workers during the reporting time)



2030 Goal:
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Actions:

5.3 Training and Skills Development >

6.2 Community Involvement >

2023 Results/KPI's:

49 hours of training per employee, on average



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2030 Goal:

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 >

2023 Results/KPI's:

41% of employees are women



2030 Goal:

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 >

2023 Results/KPI's:

10,614 employees



2030 Goal:

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

Actions:

- 6.1 Community Communications Access >

2023 Results/KPI's:

+ than 90% of the population in the geographical areas where the Subsidiaries operate, covered by mobile infrastructures



2030 Goal:

Reduce inequality within and among countries

Actions:

- 5.4 Diversity, Inclusion, and Non-Discrimination >
- 6.1 Community Communications Access >
- 6.2 Community involvement >

2023 Results/KPI's:

2.04% of the Subsidiaries employees are people with disabilities



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2030 Goal:
Make cities and human settlements inclusive, safe, resilient and sustainable

Actions:

6.1 Community Communications Access >

6.2 Community involvement >

2023 Results/KPI's:

692,432 individual beneficiaries of the Subsidiaries' social intervention



2030 Goal:
Ensure sustainable consumption and production patterns

Actions:

3.5 Procurement and Suppliers >

4.3 Materials >

4.4 Waste >

2023 Results/KPI's:

-19% of produced waste



2030 Goal:
Take urgent action to combat climate change and its impacts

Actions:

4.1 Energy >

4.2 Emissions >

2023 Results/KPI's:

+ 1,218 GJ of renewable energy produced



2030 Goal:
Strengthen the means of implementation and revitalize the global partnership for sustainable development

Actions:

6.2 Community involvement >

7. Partnerships >

2023 Results/KPI's:

~70 strategic partners for sustainable development



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3. Ethical business



3.1 Codes, charters and principles

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3.5 Procurement and suppliers



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To ensure the sustainability of an organization and its ability to create value among the most diverse stakeholders, it is important to establish a basis for responsible business management, according to ethical principles, integrity, compliance, transparency and respect for all people, establishing relationships of trust throughout the entire value chain. Furthermore, the adoption of these principles tends to positively impact the organizational reputation of a company, its ability to attract and retain talent, and customer loyalty.

Altice Portugal seeks to implement the best policies, practices and mechanisms, with the ambition of permanently preventing the practice of illegal acts, including cases of corruption, the preservation of integrity, promoting transparency and full compliance with the law.

> In addition, Altice Portugal has taken significant steps to strengthen its ethics and compliance measures. In 2023, the subsidiary established a new position, Chief Legal Officer (CLO), within the Executive Committee. It also created a new Compliance and Data Privacy Department and established an Ethics Committee. The Ethics Committee, which is comprised of ten departments, is led by the new Compliance Department and reports directly to the Executive Commission.

Altice Portugal has an Improper Practices Channel, so that noncompliance situations can be identified more quickly. This allows its different stakeholders, internal and external, to report these situations anonymously. Requests received through the improper practices reporting channel are previously screened and, depending on the topic, sent to the area responsible for handling them and monitoring the process until its resolution. The Executive Commission is, whenever necessary, involved in defining resolution procedures.

45 Requests received on Altice's Portugal Improper Practices Channel

Altice's Portugal Ethics Committee main responsibilities:

- > Monitor the implementation of the Code of Ethics and Conduct and clarify doubts about its application;
- > Propose to the Executive Commission changes to the Code of Ethics and Conduct, whenever deemed appropriate, for the purposes of updating and improving it;
- > Receive and process information transmitted under the reporting of irregularities;
- > Prepare opinions on measures to be adopted as a result of investigations;
- > Promote employee training in Ethics and Conduct matters in close cooperation with the Human Capital, Human Rights, Diversity & Inclusion Working Group.



Anti-Corruption Call to Action

Altice Portugal joined the Anti-Corruption Call to Action, launched by the United Nations Global Compact, which encourages the private sector to promote the adoption by Governments of transparency, integrity and good governance measures. In this way, it seeks to comply with Principle 10 of the United Nations Global Compact, which states that "organizations must combat corruption in all its forms, including extortion and bribery".



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At Altice Dominicana, the main ethical concerns are related to the violation of sales procedures for personal gain or the normalization and tolerance of unethical behavior in the country's culture, such as conflicts of interest. In 2023, 225 ethical concerns were raised about Altice Dominicana, giving rise to disciplinary actions and 7 employees' dismissal during 2023, being fictitious activations, illicit payments to personal accounts and subscription fraud the most relevant reasons for penalty.



To manage these issues, like Altice Portugal, the Subsidiary has an Ethics and Fraud committee, which is composed of the HR Director (advisor), the Recruitment and Labor Relations Manager (coordinator), the Security Manager, the Legal Director, the Director of Internal Controls and the Fraud Manager. The CEO, the CFO and the CCO are responsible for validating the action plan for resolving cases of corruption, and for any changes to policies and must participate in the Committee's biannual meetings to report and recommend actions to mitigate and promote ethical guidelines.

To raise ethical issues, Altice Portugal has the following tools¹:
Any interested party can report any situation anonymously
(<https://www.altice.pt/pt/praticas-indevidas>).



Employee suggestion box (anonymous reporting tool)



Direct complaint



Internal investigation carried out by fraud and /or security

HOT and its employees are committed to promoting fair and honest relationships with all stakeholders. In case of suspected fraud or unethical practices, employees can report anonymously through the company's website. **The fraud department will investigate the matter.** Additionally, senior employees who have sensitive responsibilities are periodically invited to a security review with an external specialist. In this meeting, employees have the opportunity to disclose any suspicious situations.

Teads operates with honesty, integrity, and thoughtfulness both in its individual work and as a business. **To better manage the ethics of its operations**, Teads has a dedicated sustainability task force, which includes the CFO, the Director of Sustainability, the Global Purchasing and Travel Manager, and the Director of Group Accounting and Tax.

The Subsidiary has a whistleblower procedure in place, which consists of raising concerns in person or in writing with each line manager or other contact if needed (e.g., director, employee representatives). In 2024, the Subsidiary will implement a dedicated reporting tool, to guarantee the concerns' anonymity and confidentiality.

¹Any interested party can report any situation anonymously (<https://www.altice.pt/pt/praticas-indevidas>).



3.1 Codes, charters and principles



To guide the actions of all members of each Subsidiary and to ensure compliance with organizational values, the Subsidiaries have been developing and adhering to a set of formal, internal and external codes, charters and principles, which define the ethical behavioral approach to follow.

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	↓ Altice Portugal	↓ Altice Dominicana	↓ HOT	↓ Teads
GUIDES AND CODES OF CONDUCT				
Code of Ethics and Conduct	Code			
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	Code			
Sexual Harassment Procedure				
Suppliers Social Responsibility Code	Code			
Supplier Code of Conduct				
Ethic code for sales brand & communications, purchasing and Telco & IT				
Institutional Induction				
Commercial Induction				
Procedure of contractual transactions with interested parties				



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↓
Altice Portugal

↓
Altice Dominicana

↓
HOT

↓
Teads

2. SUSTAINABILITY STRATEGY

POLICIES

Anti-corruption policy or plan

Plan

Information security Policy

Policy

Policy

Privacy Policy

Policy

Policy

Recruitment Policy

Integrated Management Policy

Brand Safety Policy

Policy

Occupational Health and Safety Policy

Disciplinary process

Ad Policies

Policies

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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



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↓
Altice Portugal

↓
Altice Dominicana

↓
HOT

↓
Teads

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SUBSCRIBED CHARTERS AND PRINCIPLES

ETNO-UNI Europe Join Declaration on Gender Equality

ETNO-UNI Europe Join declaration on future skills needs

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

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- ➔ The firmness of the organizational culture with the values and principles established by the different codes and internal policies is also ensured through the awareness **raising and periodic training of employees on these matters.**
- ➔ All new employees at Altice Portugal must complete a set of mandatory onboarding eLearning courses, which include the **Altice Code of Ethics and Conduct course.**
- ➔ **Altice Dominicana** provides guidance regarding ethical practices from the onboarding process of new employees, namely through institutional e-learning and a detailed explanation by HR Business Partners. In this context, special attention is given to employees in sensitive areas such as Purchasing, Communication, B2B Sales, among others.

- ➔ Throughout the professional career, the guidelines are reinforced through emails, internal communications, meetings and webinars, which can also serve as a basis for good practices updates. **In 2023, the conflict of interest form was updated.**
- ➔ Also, HOT invests in training its employees on ethical issues from the onboarding phase onwards. **Thus, each new employee receives educational material on the Code of Ethics.** As necessary, the Subsidiary reviews and updates said policy and its principles, with employees being duly informed of them.
- ➔ Even though it does not have specific training on ethics and conduct, **Teads does have a set of training courses that help its employees act by the best and most responsible business practices**, an example of which is a set of training courses on diversity and inclusion.



3.2 Human Rights

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The best ethical and conduct practices compliance naturally presupposes the respect for the rights of all people. These concerns not only enable safe and healthy working environments, but they also **promote equity, prevent legal problems and, consequently, enhance corporate reputation.**

Given the real or potential impacts that the technology and telecommunications sectors have on societies, **those are issues that companies should consider carefully.**

1.010

Employees received human rights training
Consolidated Altice value

In this context, the Subsidiaries include in their codes and policies principles (more information in "[3.1 Codes, Charters, And Principles](#)") that meet the main commitments in terms of human rights, namely labor, integrated into reference declarations such as 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.**

Subscriber to the **Principles of the United Nations Global Compact, in the areas of Human Rights, Labour Practices, Environment and Anti-Corruption, Altice Portugal** integrates throughout its value chain the defence of ethics in relationships with all stakeholders, respect for human rights, for work, for freedom of association and repudiates forced labour in any form, including slavery or child labour.

Altice Dominicana has made several efforts to strengthen its approach to human rights issues in specific areas of activity.



Continuous attention to the quality of the social climate (more information in "[Social Dialogue](#)")



Preservation of health, safety and well-being in the workplace (more information in "[5.5 Occupational Health and Safety](#)")



Promoting diversity and equal opportunities (more information in "[5.4 Diversity, Inclusion, and Non-Discrimination](#)")



Ensuring data security and confidentiality (more information in "[3.3 Digital Security and Customer Privacy](#)")



By promoting human rights for suppliers and subcontractors (more information in "[3.5 Procurement and Suppliers](#)")



In addition to these components, employees themselves receive training in human rights. Courses and specializations in human rights are available to all employees on the **COURSERA e-learning platform, namely the following:** "iWellness", "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.

Teads seeks to promote human rights in its value chain, through established codes and policies, including the **Supplier Code of Conduct.** All suppliers must sign this code, through which they commit to labour obligations and respect for international conventions and laws on children's rights and in particular those relating to child labour. Furthermore, the HR department will take care of any ethical issues that may arise - no incidents have been recorded to date.



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3.3 Digital security and customer privacy

Digital security and customer privacy emerge as topics of critical importance for all companies, with the telecommunications sector being one where these must be strategic considerations. **Trust, responsibility, and reputation** are among the primary assets of the Subsidiaries. The increasing risks of cybersecurity and the imperative to comply with national and international regulations prompt the subsidiaries to actively work towards ensuring the security of all information. **In pursuit of this goal, they implement various protection mechanisms.**

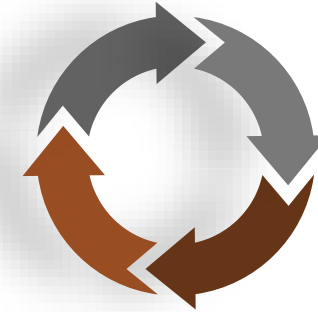
The Subsidiaries adopted digital security and data privacy policies (see 3.1 Codes, Charters and Principles) as a commitment to safeguard the confidential information of their stakeholders. These policies ensure the strength of the **information protection system of the Subsidiaries**, incorporating best practices in security measures and fostering an organizational culture centred on information security.

Information security Management Security and privacy policies



Enhance awareness regarding the imperative to effectively oversee the security of the Subsidiary's information and consistently provide training for employees on matters on this subject.

Set up a comprehensive foundation for the security of all technological and information assets, facilitating the creation of a suitable procedural framework.



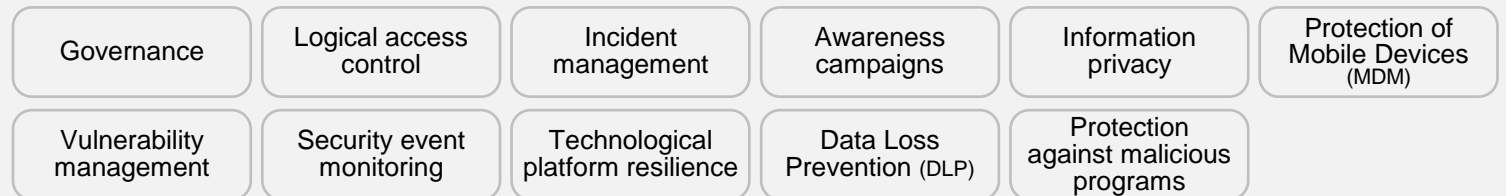
Monitor, assess, and safeguard the Subsidiary against cybersecurity threats using processes and tools that significantly diminish security incidents.

Institute an ongoing risk assessment procedure and guarantee the implementation of efficient and timely controls.

93%

of employees with data security and privacy training
Consolidated Altice value

The information security policies and their corresponding procedures have facilitated an **ongoing enhancement process in activities related to the following domains:**





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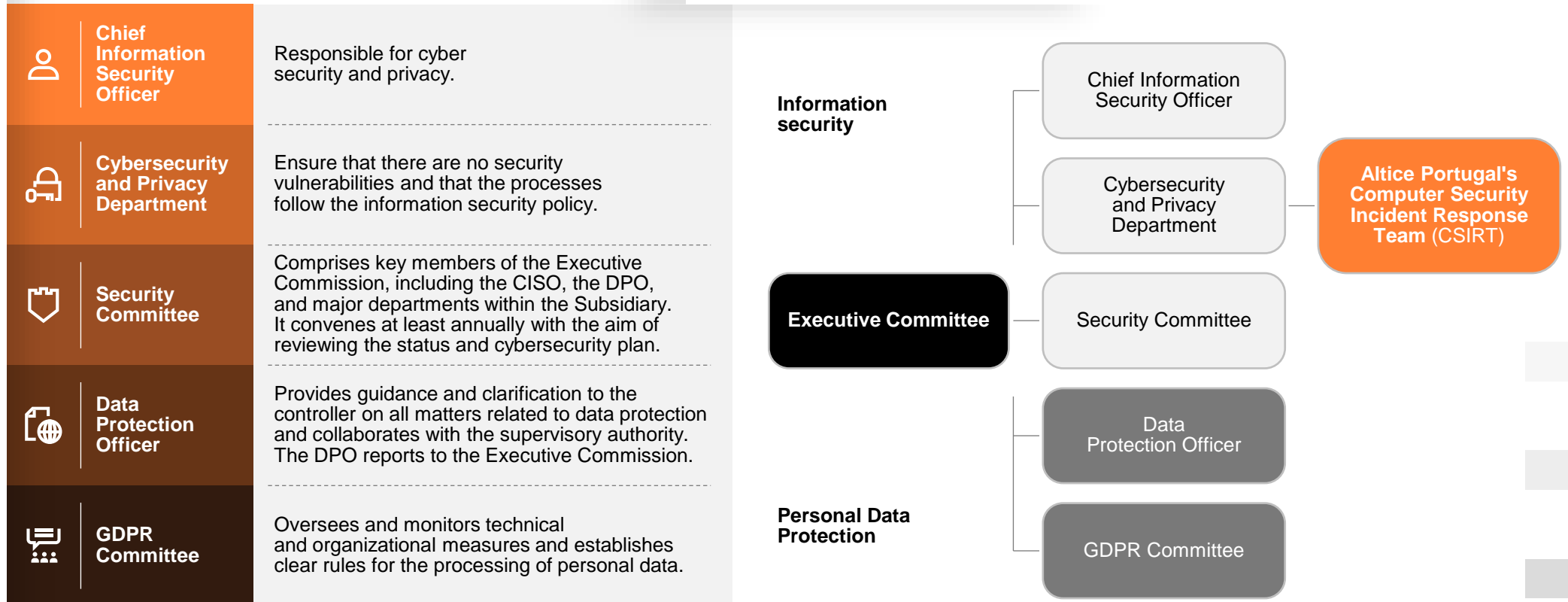
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Altice Portugal ensures the security and privacy of information comprehensively, certifying alignment and compliance with national legislation, European regulations and directives, and national and international frameworks. In addition to legal compliance, **Altice Portugal secures its information systems with international certifications, demonstrating the responsibility and significance of this issue and the meticulous consideration of the highest standards of security.**

Altice Portugal is certified by **ISO 27001, which contributes to the adoption of a set of requirements, processes and controls**, to mitigate and effectively manage the company's risk, maintaining the fundamental principles of information security (confidentiality, integrity and availability).

Altice Portugal has implemented a **robust cybersecurity governance model, consisting of various committees, a chief, a directorate, and an officer**, ensuring the proper management of information security and personal data protection topics.





These management bodies have been implementing protective measures and actions applying the best and most **innovative practices**, and regularly updating their systems and policies

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DATA PRIVACY POLICY



The Personal Data Protection Policy applies to the **collection and processing of personal data for which Altice Portugal is responsible**, within the scope of the services and products provided to its customers/users.

INFORMATION SECURITY POLICY



Aims to establish requirements to **ensure the appropriate level of protection for Altice's** Portugal information across all Information and Communication Technology Systems, including the telecommunications service platforms that support its operations and business.

AUDITS



At Altice Portugal, numerous audits are conducted by both internal and external auditors, in addition to technical vulnerability management. External sites are **subjected to an external Pen Test whenever a new change or a significant modification is implemented**. External audits encompass ISO 27001 certification and compliance with ANACOM (the sector regulatory body). Internal audits cover adherence to the NIS1 Law and compliance with IT controls within the scope of the annual financial report audit, among other assessments.

INFORMATION SECURITY INTRANET



Altice Portugal has developed an intranet focused on **cybersecurity topics, with centralized and up-to-date cybersecurity policies and procedures**, including internal and external reference sites.

SUPERVISION OF PROTECTION OF PERSONAL DATA IN THE MAIN BUSINESS UNITS



Via a network of trained partners who adhere to a set of **guidelines on the subject established** by the Subsidiary.

PHISHING ATTACKS SIMULATION



For employees, to evaluate their preparedness and awareness of these types of threats, offering **information on how to prevent potential attacks**.



Moreover, Altice Portugal ensures that all its employees receive **training in General Data Protection Regulation (“GDPR”)**, along with **conducting an impact assessment to identify risks associated with data processing and to identify controls and mitigation procedures.**

→ In this context, Altice Portugal has approved a program to **ensure the protection of its stakeholders’ data**, as well as all data shared with third parties with whom it maintains a relationship. In its commitment to information security, Altice Dominica places significant importance on safeguarding its own and stakeholders' data, implementing a comprehensive set of policies and tools to protect the information stored and processed on its technological platform. **These policies and controls are audited at least twice a year.** The established processes and controls cover the following aspects:

0 → information security incidents that needed to be reported to the National Cybersecurity Center (CNCS), in Altice Portugal

Privacy policies for the use of the website and mobile application	Encryption of data related to credit cards used by customers	Control of access to inquiries from credit bureaus	Compliance with guidelines of the PCI standard
Reinforcement of configuration and application of security patches to the technological infrastructure	Monitoring of privileged users	External monitoring of cyber hygiene through Bit sight services	Close cooperation with regulatory bodies on cybersecurity to apply preventive actions in the event of alerted indicators of compromise

Altice Dominicana continually assesses preventive and protective measures aimed at **minimizing interna land perimeter risks within the company’s technological services infrastructure.** In compliance with local data protection laws, regulations, telecommunications regulatory provisions, and PCI requirements, the company reports the total number of substantiated complaints received concerning violations of customer privacy.

Regarding the governance model for digital security and information protection, Altice Dominicana has appointed a Business Information Security Officer (“BISO”). Moreover, the Subsidiary established, in 2023, a Cybersecurity Committee that convene every three months, with the option for extraordinary meetings as deemed necessary upon prior notice. Its purpose is to know the **main cybersecurity strategies, projects and processes that are being implemented and/or executed, as well as the primary risks that must be managed** in a timely manner so that high-level decisions can be made that enable adequate control of these.

Additionally, the Executive Committee conducts weekly **verification of the most critical aspects of cybersecurity.** Responsibilities for remediation are assigned based on the administrator of IT assets and resources, along with the organization’s cross-functional processes

0 → substantiated complaints received concerning Altice’s Dominicana violations of customer privacy

1. 2023 CONTEXT

2. SUSTAINABILITY STRATEGY

3. ETHICAL BUSINESS

4. ENVIRONMENTAL PERFORMANCE

5. WORKFORCE

6. PROXIMITY TO THE COMMUNITY

7. PARTNERSHIPS



In 2023, Altice Dominicana continued its cybersecurity training plan by providing **sufficient technological and procedural resources**

1. 2023 CONTEXT

2. SUSTAINABILITY STRATEGY

The training and awareness programs are designed and carried throughout the year, allowing a **sustained increase in the participation of the company's employees**. This effort aims to establish a continuous and incremental process of training and awareness initiatives, enhancing the organizational culture regarding threats and the proper use of information assets. These measures primarily address the following aspects:

3. ETHICAL BUSINESS



Awareness campaigns about the threat and impact of phishing



Participation in induction programs for new staff to guide them on cybersecurity



The presentation of security tips or information capsules through emails



Awareness campaigns for the use of strong access passwords



Simulation of phishing attacks on employees of any hierarchical level in the company

4. ENVIRONMENTAL PERFORMANCE

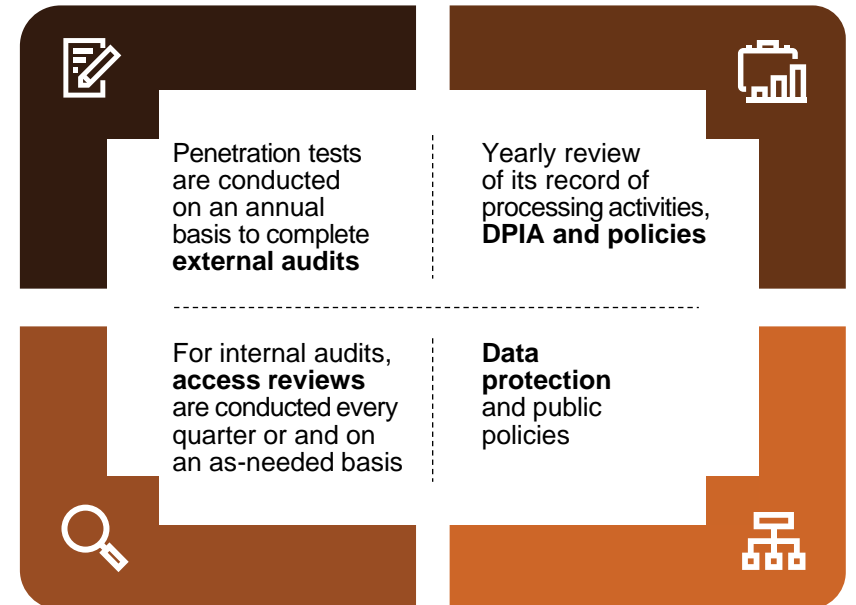
5. WORKFORCE

Furthermore, Altice Dominicana implemented an internal cybersecurity platform, which allows it to **carry out awareness and education campaigns on cybersecurity and information security issues**, phishing drills, analysis of main risk indicators to determine the aspects or security issues that must be reinforced in the organization and evaluations on users to determine the level of maturity that they have regarding the information security culture.

6. PROXIMITY TO THE COMMUNITY

7. PARTNERSHIPS

As a result of the awareness campaigns and phishing drills, employees have become more **committed to being an integral part of the safeguarding of its technological assets**. There was a considerable increase in notifications of suspicious emails, requests for evaluation from the point of cybersecurity view for the implementation of new institutional processes, request for evaluation of regulatory provisions, and broad participation in technological projects, among others. Teads' legal and cybersecurity team extensively addressed ongoing compliance and cybersecurity issues in 2023. Teads ensures GDPR compliance by developing its operations and services in accordance with the principles of privacy by design and by default. **To ensure its compliance, Teads keeps a high level of accountability, having implemented the following processes:**





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7. PARTNERSHIPS

In terms of governance, Teads has nominated a Data Protection Officer (“DPO”), working in cooperation with the legal and privacy team, as well as a Privacy Committee. This committee focuses on ensuring Teads' privacy compliance. The committee members directly responsible for privacy and data security include the DPO, the Director of Engineering, the Product Director, the CISO, and its Legal Product Counsel.

Mitigating AdFraud and ensuring **Brand Safety** rank as **Teads' foremost priorities**. **This commitment was recently emphasized within the Advertise Responsibly campaign.** The company holds certification through independent audit validation for Brand Safety under the **JICWEBS/DTSG Good Practices Principles**. Additionally, Teads actively participates in the industry framework, the IAB Transparency and Consent Framework, ensuring the acquisition of valid consent before any cookie placement or data processing. **Teads provides regular training on data usage and privacy to operational teams**, and its Privacy Policy is accessible to the public.



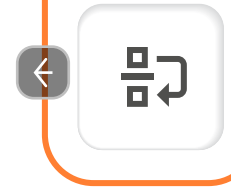
0 substantiated complaints concerning Teads' breaches of customer privacy



Teads has intensified its cybersecurity initiatives, requiring all employees to participate in monthly courses that cover various security and awareness topics. **Emphasis has been placed on improving strategic business operations**, aiming to ensure that every employee has a fundamental understanding of privacy matters.

At Teads, communication with both minors and seniors is facilitated through advertising. **The Subsidiary conducts a quality check for the content of each campaign to ensure that there is no risk to any vulnerable group of people.**

Regular training on phishing campaigns



Share of privacy documentation to operational teams

Annual training programs (presentation of use cases by Teads DPO)



Privacy training (Sales, Publishing, and Data teams)

Awareness and training on data protection





3.4 Community health and safety

1. 2023 CONTEXT

2. SUSTAINABILITY STRATEGY

3. ETHICAL BUSINESS

4. ENVIRONMENTAL PERFORMANCE

5. WORKFORCE

6. PROXIMITY TO THE COMMUNITY

7. PARTNERSHIPS



Operations, products and services in the telecommunications sector can have impacts on people's health and safety, regarding exposure to electromagnetic fields and noise. In addition to ensuring the quality of the products and services provided, it is important to strictly comply with the standards and regulations essential to the protection of customers and surrounding communities.



Altice Portugal monitors environmental noise and electromagnetic radiation levels on a regular basis. This way, it can analyse and identify possible impact mitigation actions to implement. In 2023, electromagnetic radiation was measured at 204 sites and noise at 20 sites.



Altice Dominicana is committed to safeguarding the health and safety of the community. As such, it has implemented a set of actions and mechanisms that include Customer Premises Equipment's compliance with Federal Communications Commission ("FCC") rules for electronic devices installed on customer premises. In the same way, the equipment that is used by the Subsidiary has been approved by the Dominican Telecommunications Institute to meet local and international requirements. Furthermore, it transparently presents information to the local regulator, which includes all cells with radiation levels lower than 1 W/m² (at a distance of 10 meters), with a maximum radiation level of 9.4 W/m².

100%

of Altice Dominicana sites comply with international noise and radiation standards

Altice Dominicana complies with all environmental regulations from the Minister of the Environment and community requests, including:

Regulated generator noise levels;

Regulated levels of emissions from generators;

Careful observation of fuel tanks to avoid leaks;

Battery disposal management;

Away from restricted areas (no mobile tower installation near schools, for example).

Local authorities have classified all of Altice Dominicana's offers as not dangerous to public health, the environment or the safety of communities. This classification is based on guidelines established by the Ministry of the Environment, local city halls and INDOTEL, the Dominican Telecommunications Institute.

At HOT, there are no operations with significant actual and potential negative impacts on local communities. However, regarding its operations and activities, all sites are assessed with radio frequencies control. HOT does not measure noise because it is not required to do so according to local laws and regulations.

100%

of HOT's sites assessed to control radio frequencies



3.5 Procurement and suppliers

1. 2023 CONTEXT

2. SUSTAINABILITY STRATEGY

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7. PARTNERSHIPS

The performance of organizations naturally has a significant dependence on the relationships they establish with their suppliers, as well as the management of risks and opportunities associated with them. **The current context** has, once again, highlighted its importance. Natural disasters, pandemic events, and the internal and international political conflicts experienced in recent years have forced companies to review their supply chain, to ensure its non-interruption and cost minimization while trying to keep the same quality levels.

Companies in the technology and telecommunications sectors, with complex and extremely global supply chains, are particularly vulnerable to these risks. In this way and understanding suppliers and business partners as an integral part of their value chain and as a key element in the quality of their products and services, the Subsidiaries **seek to maintain solid close relationships with them.**

To face these challenges, Altice Portugal has sought to diversify its suppliers, including in terms of references by the supplier, their location, the type of products, and the means of transport used. Furthermore, purchases were made with longer time horizons, security stock increased, more permanent monitoring of deliveries has been carried out and alternative solutions have been defined to overcome supply failures or increased supplier deadlines.

HOT understands the importance of having a thorough understanding of its value chain and the associated risks. With this in mind, the Logistic VP regularly monitors the Subsidiary's supply chain risks. As of 2023, the main risks identified consist of storage and transportation challenges, delivery delays, regulatory compliance, environmental impacts, and potential brand reputation damage caused by subcontractors.

In connection with the Russian-Ukrainian War, Teads officially ended business with Russian publishers in February 2022 and maintained this position through 2023, which extends to Russian or Russian-related suppliers for indirect purchases.

Important opportunities arise from geographic proximity to suppliers, capable of strongly reinforcing their resilience. It allows greater agility (ability to respond to changes), allows you to more reliably guarantee the quality of products and services purchased, facilitating their control and monitoring, and also reduces logistical costs and promotes business sustainability, through shorter logistics distances. On the other hand, they strongly contribute to the growth of the local economy.

NATIONAL SUPPLIERS		2023	2022
Proportion of spending on national suppliers (%)	Portugal	73%	67%
	Israel	79%	84%
	Dominican Republic	66%	55%
	Teads	71%	89%
	TOTAL	76% ²	-

NATIONAL SUPPLIERS		2023	2022
National suppliers (%)	Portugal	78%	75% ³
	Israel	88%	83%
	Dominican Republic	84%	75%
	Teads	70%	67%
	TOTAL	85% ²	-

²Value does not include Teads, due to methodological differences.

³Updated value.



1. 2023 CONTEXT

2. SUSTAINABILITY STRATEGY

3. ETHICAL BUSINESS

4. ENVIRONMENTAL PERFORMANCE

5. WORKFORCE

6. PROXIMITY TO THE COMMUNITY

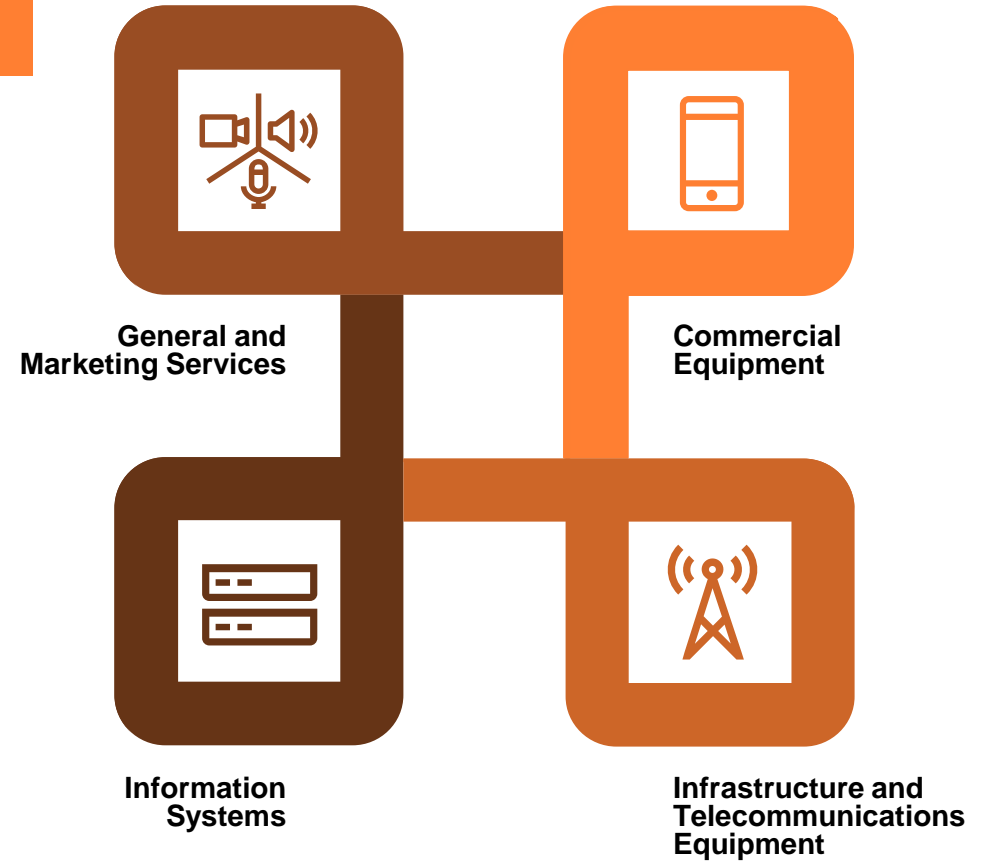
7. PARTNERSHIPS



Procurement Practices

To better ensure the alignment of the supply chain with ethical principles, transparency, respect for human rights, and sustainability, the Subsidiaries have pre-established purchasing and supplier management models.

Altice's Portugal purchasing model (which is formalized in its own guide), although centralized, requires the involvement of multiple agents, namely the requesting departments. The Subsidiary promotes the segregation of functions and the separation of responsibilities of various agents throughout the entire purchasing process, which allows for the establishment of transparency and value-creating communication with its suppliers, as a basis for comprehensive management. The incorporation of specific know-how from the purchasing areas into strategic decisions enables an integrated relationship with suppliers, enhancing synergies in the market and with a relevant impact on economic development.



All Altice's Portugal suppliers must register on the Suppliers Club website and adhere to the applicable legal requirements, policies and good practices, among which the Code of Conduct and Social Responsibility for Suppliers stands out, which covers standards and ethical commitments, including anti-corruption, human rights and labour practices, health and safety at work and environmental responsibility.



1. 2023 CONTEXT

2. SUSTAINABILITY STRATEGY

3. ETHICAL BUSINESS

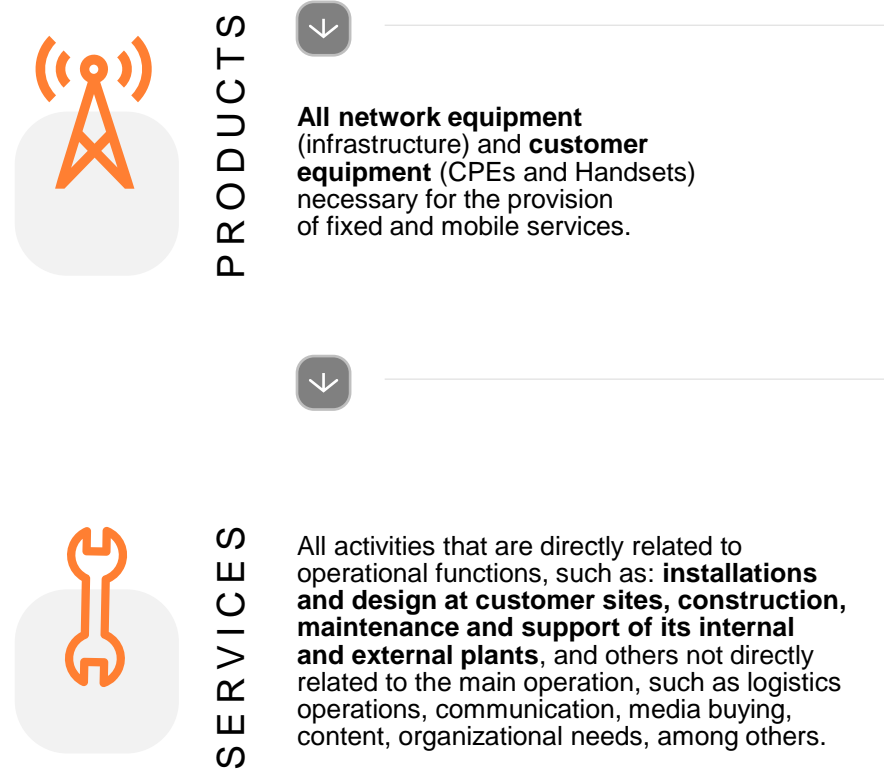
4. ENVIRONMENTAL PERFORMANCE

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7. PARTNERSHIPS

At **Altice Dominicana**, the supplier management is carried out considering two main components:



01

The main product brands are purchased **directly from international suppliers** in China, Europe, and the United States or through a local partner (e.g.: Sagemcom, Arris, CISCO, Fortinet, Huawei, Samsung, Mobiwire, and others).

02

The activities, directly related to **Altice's Dominicana core operation**, are carried out by a local partner through an outsourcing contract. The remaining activities are mostly acquired through local suppliers.

03

The **HOT's suppliers** are mostly companies that provide technology equipment, content, infrastructures, and network deployment, which is outsourced.

04

Due to its **accelerated growth and global size**, Teads has tried to rationalize the number of main suppliers and create **MSA or global contracts**, when possible, for recurring services and needs.



Teads' purchasing model follows the following procedures:

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01
Identification of needs by employees.

02
Identify all business divisions' needs for services, with support from the purchasing team (and the IT team if the needs are related to this category).

03
Approval by the budget committee

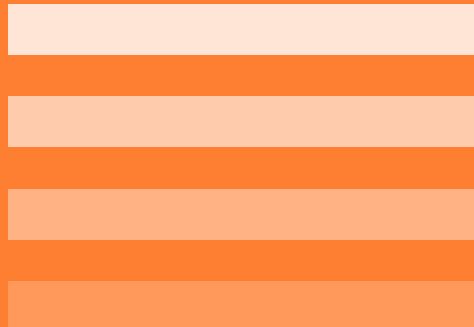
04
Negotiation of commercial terms, prices and contracts, by the purchasing team.

05
Analysis of the Due Diligence Questionnaire and KYC (if spending > 50 thousand per year), carried out by the legal and IT departments.

06
Submission of the purchase order by employees (if approval from Altice >50k is required).

07
Signing the contract.

Supplier Assessment



Given the current demands of different stakeholders, the events that occurred in the last year at Altice Portugal, and future legal and regulatory requirements, the Subsidiaries have sought to strengthen their supplier analysis and evaluation processes. In 2023, they incorporated new requirements into the due diligence process in order to validate compliance of its business relations with the ethical, professional and responsible business conduct principles, established in the respective Code of Conduct. In this context, a Know Your Supplier ("KYS") form was implemented, with the aim of assessing and ensuring that the Subsidiaries' commercial relationships are aligned with them, which was also incorporated into the current supplier base that carried out recurring movements with POs during 2020-mid-October 2023.



Contracts with the main suppliers carried out by Altice Portugal include ESG requirements. In addition to this, the departments or areas responsible for contract management evaluate, annually, their performance, based on the criteria considered most critical, previously defined by the evaluation areas.



The evaluated criteria are weighted according to the type of supply and according to the history of the evaluations carried out. The sub-criteria weightings are defined by the evaluators.



1. 2023 CONTEXT

2. SUSTAINABILITY STRATEGY

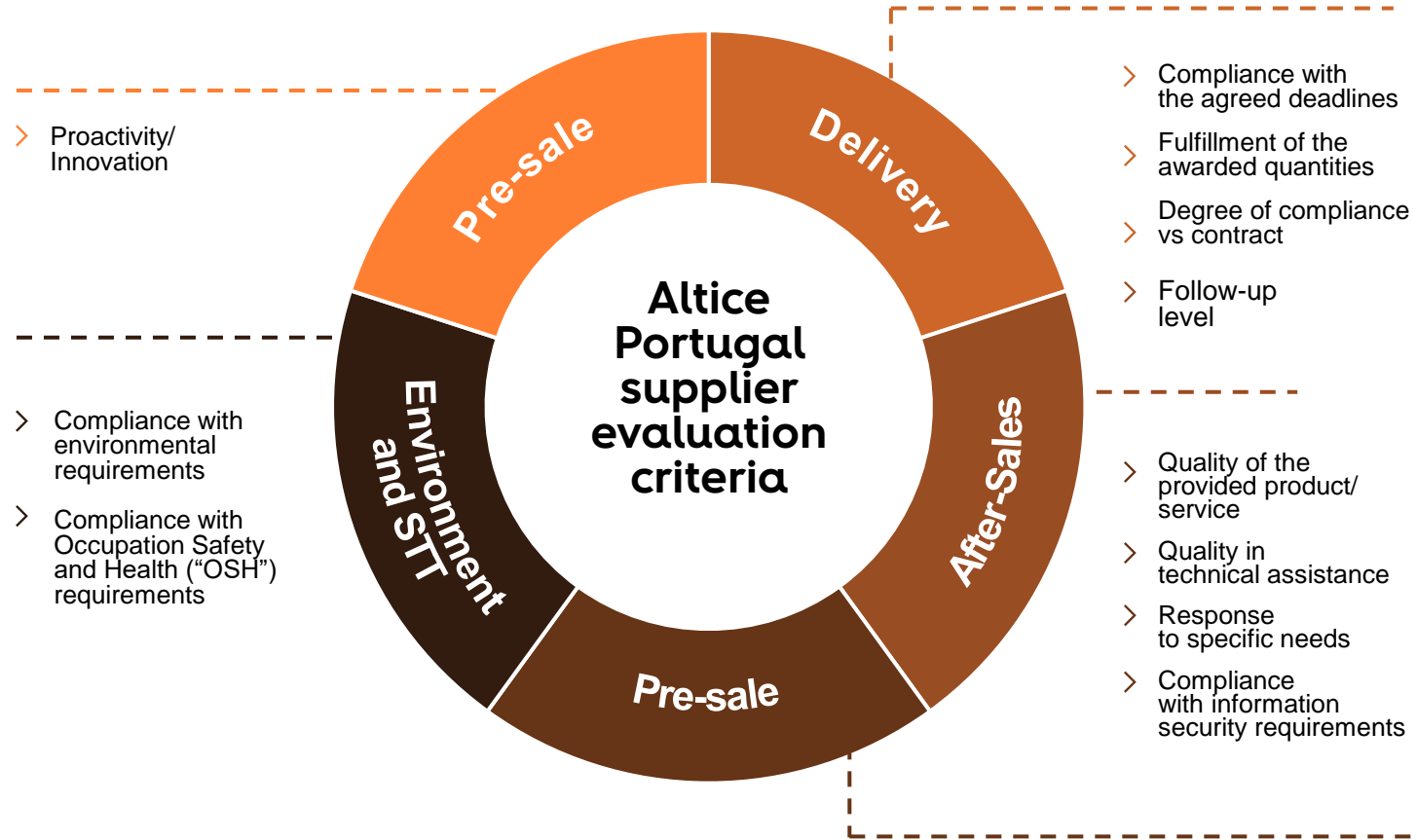
3. ETHICAL BUSINESS

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159
of Altice's Portugal suppliers evaluated in environmental and OSH requirements

Altice Dominicana has procedures to apply the best corporate governance practices in the development of its activity and in the conduct of its businesses, adopting continuous measures aimed at preventing, controlling, detecting and mitigating possible fraud and corruption. The Subsidiary's **supplier assessment model is centred on two fundamental ESG aspects:**

 **Business Conduct and Social Sustainability**

Principles that guide business conduct in relationships with business partners and customers.

 **Information Security**

Ensuring procedures are in place to **safeguard the confidentiality** of customer information.



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Like the other Subsidiaries, Altice Dominicana incorporated, **in 2023, the new requirements into the due diligence process to some of its suppliers.** To prevent financial risks the Subsidiary also implemented procedures of credit management.

HOT integrates a set of framework agreements with its main suppliers, which provide for the latter's commitment to complying with principles of corporate social responsibility. By signing the framework agreement, suppliers also commit to complying with the provisions of the United Nations Global Compact and its universal principles on human rights, labour, the environment, combating corruption, and taking social measures.



HOT has a local form for **opening a new supplier account,** which includes **legal information about the company and tax certification** from the Israeli tax authorities.

In 2023, following the implementation of the Code of Business Conduct and the due diligence procedure, Teads created two questionnaires in 2023. The first questionnaire, a KYC questionnaire, is sent to any new supplier whose total contract value is more than 50 thousand per year and to suppliers onboarded during the renewal process. The second questionnaire allows the assessment of suppliers' strategies in the context of managing ESG issues.

Therefore, Teads' **supplier evaluation model** is based on the following key points:

The request for proposal, request for information or request for quote are lead by the procurement team and the business owners, including at least three different suppliers. The scorecard is established altogether including technical specifications, ESG questions & reports, due diligence questionnaire and know your customer questionnaires.



The pricing offered by the vendors are saved on its Drive from the first version to the latest one, including the different rounds of negotiations. The decision is made based on all these criterias.



Once a decision has been made, the different people from the approval workflow (budget owners, MD, C-levels) have to sign off the decision to move forward with a supplier.



To summarize, a bench of stakeholders agrees on the best partnership to defend Teads' interests.



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4. Environmental performance



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



4. Environmental performance

1. 2023 CONTEXT

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7. PARTNERSHIPS

Environmental performance management is a crucial subject in the Subsidiaries' industry sector. It is necessary to continuously assess and manage environmental impacts, considering their activities and daily operations, ranging from the infrastructure of telecommunication network towers to potentially hazardous waste.

To achieve this, the Subsidiaries implement rigorous measures, identifying key risks, areas where they may have a more significant impact, potential business opportunities, and best practices to adopt. Additionally, the subsidiaries take responsibility for monitoring their energy, water, and material consumption, as well as their greenhouse gas emissions and biodiversity impacts, seeking to reduce and mitigate these consumptions and impacts.

The commitment to contribute to a more environmentally friendly system permeates all Subsidiaries, fostering the involvement of all employees, communities, customers, partners, suppliers, and other stakeholders.

The awareness is that with the contribution of everyone, the results will be increasingly positive.

Altice Portugal recognizes that climate change has the potential to intensify various impacts on telecommunications networks, particularly the physical infrastructures that enable the networks to operate effectively. Consequently, the Subsidiary has mapped out their key risks and their impacts and implemented resilience measures.

This investment in resilience measures involves strengthening and diversifying critical infrastructure, diversifying energy sources, and implementing effective contingency plans. Additionally, collaborations with government authorities are carried out to respond quickly to critical incidents and minimize the impacts of climate change on telecommunications networks.

RISKS AND ENVIRONMENTAL PHENOMENON

Damage to physical infrastructures caused by wildfires, severe weather conditions, volcanoes, or earthquakes - data centers, communication towers, fibre optic cables, and other equipment can be damaged or destroyed, potentially disrupting the necessary connections to maintain the telecommunications network functional.

Power outages - telecommunications networks depend on electricity to operate, and a lack of power can also lead to the interruption of telecommunications services.

Sea Level Rise - the data centers, base stations, and submarine cables located near coastal areas can be affected by sea-level rise and coastal erosion.

Temperature Increase - the progressive increase in temperatures can also accelerate the degradation of telecommunications infrastructure, reducing its lifespan and increasing maintenance costs.

MITIGATION ACTIONS

Diverse network layouts.

FH kits for installation as redundancy for active fibre.

Fixed and Mobile VoIR.

Main data centers with redundant power systems.

Portable generators are available to mitigate power outages in locations without a fixed generator.

Coastal zone sites under monitoring with no alarm situations.

Assessment of alternative/complementary solutions to submarine cables.

All main infrastructures have alarms related to temperature and/ or air conditioning units. Any alarm is promptly addressed, and the most critical situations are escalated.



1. 2023 CONTEXT

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7. PARTNERSHIPS

Altice Dominicana assesses environmental risks and impacts periodically through its risk management team. In these risk evaluations, specific events and government institutions such as Emergency Operations Center (“COE”) are identified, and their probability of occurrence and prolonged exposure is determined.



Altice Dominicana reviews and updates these risks every six months, considering both successful and unsuccessful past action. Subsequently it looks to implement more effective and impactful decisions based on this continuous evaluation process. The main environmental risks identified in 2023 and their respective mitigation measures were:

ENVIRONMENTAL PHENOMENON



Natural disasters (hurricanes, earthquakes)

MITIGATION ACTIONS

Contingency plan against hurricanes:

- Monitoring of events that could affect the company, including its different locations through the 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 Dominicana and technical personnel.
- Special protection measures: Data Center, switch area, Villa Mella, TIS warehouses.

Emergency plan:

- Verify, arrange and locate personnel, resources at the determined point in a shorter time.
- Activation of the emergency brigade.
- Activation of intervention sectors.
- Identify main problems.
- Initial status report.
- Request for external support.
- Direct intervention areas.



Physical Hazard (Fire)



1. 2023 CONTEXT

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Recognizing that its environmental responsibility extends beyond addressing greenhouse gas (“GHG”) emissions, Teads, as a technology company, is actively engaged in managing diverse environmental impacts, including water usage, material extraction, and biodiversity considerations. Teads' commitment is clear in its ongoing efforts to measure and minimize the overall environmental footprint of its digital advertising platform. In addition to optimizing computing resource usage through engineering initiatives, the company is integrating solutions into its products to provide transparent reporting of the GHG emissions linked to its advertising services.

In 2023, Teads assessed environmental risks, enabling the identification of environmental phenomena and their respective impacts that may affect its operations. The company then implemented mitigation measures for **these identified risks. The assessment highlights the environmental phenomenon that would impact the operations of cloud infrastructure providers and cause an interruption in the delivery of the Subsidiary’s advertisements.**

ENVIRONMENTAL PHENOMENON

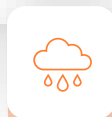
MITIGATION ACTIONS



Heat waves and water shortage



Highly available and resilient platform architecture



Teads has a business continuity plan and **performed resilience tests in 2023** to make sure its platform can recover from an outage and to improve its practices. **Its infrastructure is deployed in several cloud regions and several availability zones, which tends to allow to reduce the affected locations if an outage occurs.**



4.1 Energy

The efficient management of energy in the telecommunications sector is fundamental for the operability and sustainability of networks. Given the energy-intensive nature of these infrastructures, the Subsidiaries consistently seek to optimize energy consumption in all phases of their operations, implementing energy efficiency strategies with the aim of minimizing environmental impact and reducing operational costs.

Energy consumption

The Subsidiaries acknowledge that monitoring energy consumption is an essential and recurring practice, given the intensive nature of energy consumption associated with the infrastructure that keeps telecommunications networks operational. In this sense, analyzing energy consumption patterns enables the Subsidiaries to identify improvement opportunities and areas of inefficiency, allowing for the implementation of strategies to optimize energy usage, reduce operational costs, and minimize the environmental impact of their activities.

1. 2023 CONTEXT

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7. PARTNERSHIPS

		2023	2022
Total energy consumption (GJ)			
Electricity consumption	Portugal	1,009,555	1,011,467
	Israel	126,982	129,023
	Dominican Republic	297,828	278,541
	Teads	2,023 ⁴	1,825 ⁵
	TOTAL	1,436,387	1,420,856
Fuel consumption (petrol)	Portugal	2,998 ⁶	778
	Israel	62,688 ⁷	52,557
	Dominican Republic	0	0
	Teads	71 ⁴	89 ⁵
	TOTAL	65,757	53,424
Fuel consumption (diesel)	Portugal	114,407	109,567
	Israel	2,912	4,339
	Dominican Republic	142,223	462,497 ⁸
	Teads	194 ⁴	273 ⁵
	TOTAL	259,735	576,676

⁴Partial Teads data as of 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.

⁵Partial Teads data as of 03/02/2023, covering the consumption from offices in France, Singapore, Japan, Morocco, Romania, UAE, Spain, Brazil, UK, USA-NYC.

⁶This increase was since most of the replacement vehicles were petrol-driven. This context has changed over the last year.

⁷Increase in fuel consumption due to the increase in the number of vehicles in 2023.

⁸Updated value



1. 2023 CONTEXT

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2023

2022

Total energy consumption (GJ)		2023	2022
Natural gas consumption	Portugal	105 ¹¹	1,278
	Israel	0	0
	Dominican Republic	0	0
	Teads	72 ⁹	141 ¹⁰
	TOTAL	177	1,419
Steam consumption	Portugal	0	0
	Israel	0	0
	Dominican Republic	0	0
	Teads	441 ⁹	484 ¹⁰
	TOTAL	441	484



The 35% decrease in diesel consumption by Altice Dominicana results from the implementation of ESCO (**solution based on solar power as primary backup** with lithium battery banks that reduces the generator usage up to 33%) in 32 locations during 2023 and the improvement in operational efficiency. It was **only possible due to** the non-significant impact of meteorological phenomena during the hurricane season.



At HOT, the reduction in diesel consumption is followed by a **reduction in power cuts across the country**, which has led to less use of generators for support, supplied with this fuel.

⁹ Partial Teads data as of 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..

¹⁰ Partial Teads data as of 03/02/2023, covering the consumption from offices in France, Singapore, Japan, Morocco, Romania, UAE, Spain, Brazil, UK, USA-NYC.

¹¹ 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.



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Reduction of energy consumption

Aware of the importance of efficient energy usage management and the potential contribution to reducing its consumption, the Subsidiaries are committed to this mission, especially through energy efficiency projects and the promotion of renewable energy.

In this context, Altice Portugal continues to make changes to its buildings and spaces, which has allowed for a reduction in energy consumption and an increase in energy efficiency. In 2023, the following initiatives were implemented:



Replacement of SDC¹² with new, more efficient systems in fixed network centers

Reduction of energy consumption due to the new systems being more energy efficient.

Decrease in the number of failures and, consequently, the number of technician visits to the sites.



Consolidation of power systems in locations with Digital Terrestrial Television (“DTT”) and mobile networks

Reduction of energy consumption due to the new systems being more energy efficient.

Decrease in the number of failures and, consequently, the number of technician visits to the sites.

Replacement of conventional battery banks with a lifespan of less than ten years by a single lithium battery bank with a lifespan exceeding 20 years.



Replacement of outdated systems with low efficiency and harmful ozone-depleting gases (R22) with new, environmentally friendly, and energy-efficient systems

Reduction of energy consumption due to the new systems being more energy efficient.

Decrease in the number of failures and, consequently, the number of technician visits to the sites.

Reduction in the number of installed equipment and adjustment of the power of new machines to current needs.

¹² Alternating current to direct current converter systems



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In 2023, Altice Dominicana expanded the 4G<E technologies, plus the growth in 169 sites with 5G technology. This expansion enables both technologies to be present on the same antenna, leading to the placement of generators with greater capacity and more efficient fuel consumption and, in turn, sites where the technology can only be connected to alternating current energy¹³.

The infrastructure of Teads relies on Amazon Web Services (“AWS”), and the team overseeing the infrastructure enhances server utilization by considering revenues and estimates of available inventory. Other implemented measures include the utilization of machine learning to halt auction processes promptly, preventing unnecessary traffic and processing. These actions have led to decreased costs and lower electricity consumption. Additionally, thorough analysis and detection of heavy ads contribute to optimization, resulting in a more substantial reduction in the campaign's footprint beyond Teads' platform (network and when played by the user). Regular deployment of new optimization techniques further enhances the overall efficiency of Teads' cloud platform, including the application of advanced data compression algorithms and automated data retention strategies, as well as the automatic detection and shutdown of idle resources.

When it comes to cloud infrastructure, Teads has been continuously improving computing and data processes. For example, in 2023, the machine learning models used were improved to filter out unfilled add opportunities. It directly impacts the entire technical chain, including external platforms (fewer requests, fewer CPU resources used to analyse the request, less storage to record the results, etc.).

For the Teads platform, the team is optimizing the computing resources required to run the platform, which has a direct effect on the energy consumption of the infrastructure. Digital Advertising primarily relies on real-time auction processes that generate numerous network calls, triggering computing activities on demand partners' platforms. Since 2017, machine learning models have been employed to predict when partners have an interest in an auction. This approach significantly reduces the number of requests sent and their processing by partners (Demand Side Platforms). These models undergo continuous improvement. In addition, for air conditioning, Teads applies local energy agency recommendations for its offices, adhering to temperature targets for heating and cooling.

	2023	2022
Consumption Reduction Due To Implemented Efficiency Measures (GJ)		
Portugal	26,172	35,032
Israel	2,042 ¹²	18,876
Dominican Republic	0.135	0.03
Teads	0	0
TOTAL	28,214	53,908

¹³ Local electricity service provider

¹⁴ Decrease due to increase in fuel consumption in 2023, attributable to the rise in the number of vehicles.



Renewable Energy

To reduce their GHG emissions, in addition to investing in more efficient systems, some Subsidiaries have sought to favour the consumption of energy from renewable sources.

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		2023	2022
 Renewable energy used (GJ)			
Energy produced from renewable sources	Portugal	6,815	5,596
	Dominican Republic	1,124	1,124
	TOTAL	7,939	6,720
Electricity supplied from renewable sources	Portugal	592,209	614,209
	TOTAL	592,209	614,209



Altice Portugal has increased its energy production capacity from solar sources. In 2023, Altice Labs¹⁵ completed the process of installing photovoltaic panels on its Campus in Aveiro. Since October 2023, this equipment has allowed the production of 237.57 GJ of energy produced, originating from solar sources.

4.2 Emissions

The Subsidiaries recognize the importance of actively engaging in climate change mitigation, taking responsibility for monitoring their emissions, seeking solutions for their reduction, and consequently minimizing the environmental impact of their activities.

Direct (Scope 1) GHG Emissions

Scope 1 emissions represent emissions stemming from sources under the direct control of the Subsidiaries, notably from the combustion of petrol, diesel, and gas. The Subsidiaries ensure the effective monitoring of these emissions, promoting their efficient management, and formulating targeted strategies for reducing emissions associated with these sources.

¹⁵ Core innovation company of the Altice Group, focusing on the development of innovative products and services for the telecommunications and services markets.



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		2023	2022
Scope 1 – CO2 Emissions (t)			
Emissions Due To Petrol Combustion	Portugal	215	56
	Israel	4,351	3,648
	Dominican Republic	1,814 ¹⁶	1,793
	Teads	4 ¹⁷	6 ¹⁸
	TOTAL	6,384	5,503
Emissions Due To Diesel Combustion	Portugal	7,992	7,798
	Israel	206	307
	Dominican Republic	17,090 ¹⁹	59,040 ¹⁸
	Teads	17 ¹⁷	19 ¹⁸
	TOTAL	25,467	19,057
Emissions Due To Gas Combustion	Portugal	6	72
	Israel	0	0
	Dominican Republic	0	0
	Teads	4 ¹⁷	8 ¹⁸
	TOTAL	10	80

¹⁶ The increase in emissions is due to employees gas vehicle expenses, average price of gasoline per month and CO2 standard value per gallon (source USA environmental protection agency: vehicles, 8,887 Gr CO2 per Gallon).
¹⁷ Partial Teads data as of 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
¹⁸ Partial Teads data as of 03/02/2023, covering the consumption from offices in France, Singapore, Japan, Morocco, Romania, UAE, Spain, Brazil, UK, USA-NYC..
¹⁹ Energy consumption from corporate buildings, telecom sites, commercial own shops.
²⁰ Updated value.



The variations compared to 2022 are directly related to those observed in energy consumption (see 4.1 Energy).



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Energy Indirect (Scope 2) GHG Emissions

Due to the sector in which they operate, indirect GHG emissions (Scope 2), associated with the consumption of electricity and/or thermal energy, represent the highest percentage of GHG emissions emitted by the Subsidiaries. In this regard, the Subsidiaries ensure the measurement and monitoring of these emissions, actively seeking reduction measures.

		2023	2022
Scope 2 – CO₂ Emissions (t)			
Emissions Due To Electricity	Portugal	31,521	32,531
	Israel	4,540	4,613
	Dominican Republic	35,789	25,004
	Teads	142 ²¹	178 ²²
	TOTAL	71,992	62,326
Emissions Due To Other Energies (Steam)	Teads	28 ²¹	31 ²²
	TOTAL	2,815	31

Other indirect (Scope 3) GHG emissions

Scope 3 GHG emissions correspond to indirect emissions resulting from activities outside the company's direct boundaries, and measuring this type of emissions is crucial for assessing the true impact of a company's carbon footprint. Therefore, the Subsidiaries are committed to measuring one of the categories of Scope 3 emissions, namely business travel.



²¹Partial Teads data as of 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.,
²²Partial Teads data as of 03/02/2023, covering the consumption from offices in France, Singapore, Japan, Morocco, Romania, UAE, Spain, Brazil, UK, USA-NYC..



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		2023	2022
Scope 3 – CO₂ Emissions (t)			
Business Travel	Portugal	1,653	411
	Israel	132	143
	Dominican Republic	37	107
	Teads	1,677	1,416 ¹⁶
	TOTAL	3,498	2,504



Altice Portugal saw an increase in scope 3 emissions due to more air travel for business purposes.



To reduce its scope 3 emissions, Altice Dominicana invested in 2023 in raising awareness among its employees and in the proper use of virtual tools for both training and meetings.

Reduction Of GHG Emissions

The Subsidiaries recognize the urgency of energy transition and the fight against climate change. Therefore, being cognizant of the impact of their activities, they seek to adopt proactive measures to mitigate their greenhouse gas emissions. These initiatives encompass the implementation of sustainable practices, process modifications, energy optimization, the integration of more efficient technologies, and the transition to renewable energy sources.

The Altice's Portugal Subsidiary, MEO, reinforced the commitment to combating climate change, establishing more demanding emissions reduction targets, aligned and approved by the Science Based Initiative Targets ("SBTi"). MEO is committed not only to acting within its operations but also to influencing its suppliers and the entire value chain. This means that it is dedicated to making a positive impact beyond its activities.

Reduction of scope 1 (direct) and 2 (indirect) emissions by 70% by 2030, using 2019 as the base year

Reduction of scope 3 emissions (value chain) through the definition of targets aligned with science by 82% of its suppliers, by 2027



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To achieve these goals, MEO implemented a set of actions, which include encouraging the adoption of more sustainable practices, monitoring fuel consumption, and changes to its infrastructures and processes, among others:

Replacement of lighting systems, cold air equipment, HVAC, air conditioning, and telecommunications equipment with more efficient ones;

Increase in the number of places available for bicycles and scooters, encouraging their use by employees;

Promotion of consumption and production of renewable energy;

Assessment of suppliers, with the inclusion of environmental criteria ([more information in 3.5 Procurement and suppliers](#));

Carrying out energy audits and, consequently, implementing improvement measures;

Awareness campaigns for employees and stakeholders in general.

Power Cube

A solution based on lithium battery back-up that reduces up to 64% the Generator usage. The scope is 109 sites.

ESCO

A solution based on solar power as primary backup with lithium battery banks that reduces the Generator usage up to 33%. At the end of 2023, 32 sites (out of 35) were completed with ESCO.

HOT has taken steps to reduce its emissions by introducing hybrid and electric cars to its vehicle fleet. It launched a pilot program in 2023 for the use of electric vehicles by 30 employees and plans to offer electric vehicles to all eligible Subsidiary employees starting in the second quarter of 2024.

Teads actively participates in open-source initiatives such as Cloud Carbon Footprint (US) to contribute towards increasing awareness and aiding in estimating the environmental footprint of software platforms.

In 2023, Teads globally rolled out a carbon reporting feature for campaigns (Scope 3). Leveraging this solution, Teads can test how advertising campaigns can be optimized for lower electricity consumption and evaluate various carbon reduction strategies while maintaining good performance for advertisers.

This includes actions like prioritizing ad delivery in contexts and media known for lower electricity consumption (e.g.,

targeting small devices connected to Wi-Fi) or reducing the weight of the ads. As of now, there isn't a universally accepted standard for measuring greenhouse gas (GHG) emissions in digital advertising.

However, Teads is actively participating in collaborative initiatives within industry organizations such as IAB France, IAB Europe, and GARM/AdNetZero to contribute to the development of a standardized methodology.

In September 2022, Teads selected a specialized GHG reporting solution (Sweep) to report 2022 emissions occurring in its value chain (finalized in early 2024).

The NegaOctet research program, supported by the French Agency for Ecological Transition (ADEME), conducted a Life Cycle Analysis of Teads' Digital Advertising Service. Teads participated as one of the pilot projects in this study, leading to the identification of crucial areas for improvement to minimize the platform's environmental footprint. The study highlighted key impact factors, including energy consumption during the use phase, depletion of abiotic resources, water consumption, energy usage in manufacturing, and soil pollution during the end-of-life phase of the digital technologies employed in its advertising service.



4.3 Materials

Effective materials management is recognized as a **differentiating factor for competitiveness, success, and sustainability**. In this regard, the Subsidiaries have adopted an approach focused on **efficiently acquiring, storing, and utilizing materials**.

Additionally, given the continuous technological transformation in this sector and the regular demand for innovative products, the Subsidiaries have implemented **circularity principles** in terms of production and packaging. To accomplish this, the entire product life cycle is analysed, **from conception and production to consumption and disposal**, thereby reducing material consumption, promoting reuse, and preventing waste generation, especially landfill disposal, aligning with the needs and expectations of their customers.

		2023	2022
Materials used – semi-manufactured goods or parts (t)			
Batteries (distribution network)	Portugal	217	313 ²³
	Israel	10	11
	Dominican Republic	48	309
	TOTAL	275	633
Electrical and electronic equipment (distribution network)	Portugal	2,783	2,827 ¹⁹
	Israel	205	268
	Dominican Republic	354	396
	TOTAL	3,342	3,491

²³ Updated value. The calculation methodology was reviewed.

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Materials used - associated process materials (t)			
Paper/Paperboard	Portugal	283	388
	Israel	28	28
	Dominican Republic	84	22
	TOTAL	395	438
Materials for packaging purposes (t)			
Paper/Paperboard	Portugal	262	227 ²⁰
	Israel	193	216
	Dominican Republic	84	93
	TOTAL	539	536
Plastics	Portugal	19	26 ²⁰
	Israel	18	23
	Dominican Republic	6	7
	TOTAL	43	56
Wood	Portugal	50	41
	Israel	21	39 ²⁰
	Dominican Republic	28	31
	TOTAL	99	111

²⁴ Updated value. The calculation methodology was reviewed.



Altice Portugal has implemented reduction and reuse solutions, namely through the digitalization and dematerialization of processes, such as exams carried out in Clinical Centers for Altice Group employees or the process of analyzing psychosocial risks and promoting reuse, which allows for paper and other materials consumption reduction as the process is digital.



It is Altice's Portugal practice to promote the return of used equipment, giving the customer the possibility of receiving a discount when purchasing a new one. These and other used equipment are properly analyzed and, when necessary, repaired and offered for sale, thus extending their life cycle. In 2023, 155 returns were received, and 1,300 units of reconditioned models were sold.



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Furthermore, it promoted the replacement of cardboard boxes, which transport materials to supply stores, with recyclable and traceable plastic boxes, enabling a reduction in consumption of five tons of cardboard (from the beginning of 2023 and until the end of the 3rd quarter), and positively impacting the quality of service.

→ In 2023, Altice Dominicana strengthened its commitment to circularity by implementing some initiatives



Altice Dominicana systematically removes the **most dangerous technical equipment** (based on the type of waste) through an auction process to other external companies (to be used for recycling processes out of the country or spare parts).



Logistics initiatives in collaboration with Green love RD (**waste management company**) to Pick up paper and paperboard at headquarter location.

4.4 Waste

The Subsidiaries work daily to ensure a responsible approach to waste management, acknowledging the challenges associated with their industry and potential environmental impacts. In addition to actively seeking to reduce the amount of waste generated, the Subsidiaries implement circularity in their value chains, from the supply of materials to the final customer product, involving methods such as recovery or resell. When such options are not feasible, efforts are made to ensure a sustainable end-of-life solution, avoiding landfill disposal.

This approach ensures that the Subsidiaries implement best practices in waste management and develop innovative solutions. In addition, awareness campaigns are conducted for employees and all stakeholders, emphasizing that the path to sustainability is a collective effort.

		2023	2022
Production of hazardous waste (t)			
	Portugal	90	162 ²³
	Israel	2	4
	Dominican Republic	24	299
	TOTAL	116	465
Waste Batteries			
	Portugal	1	1 ²³
	Israel	375	393
	Dominican Republic	0	0.06
	TOTAL	376	394
WEEE			

²³ Updated value. Correction of the calculation formula



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2022

Production of non-hazardous waste (t)		2023	2022
Paper/Paperboard waste	Portugal	91	106 ²⁴
	Israel	6	22
	Dominican Republic	2	3
	TOTAL	99	131
Plastic waste	Portugal	28	24 ²⁴
	Israel	31	50
	Dominican Republic	6	7
	TOTAL	65	81
Activity support infrastructure waste	Portugal	1,872	2,072 ²⁴
	Israel	0	0
	Dominican Republic	2	0
	TOTAL	1,874	2,072
Wood waste	Portugal	91	99 ²⁴
	Israel	9	9
	Dominican Republic	28	31
	TOTAL	128	139

→ In 2023, Altice Portugal launched a set of **training and awareness modules in waste management**, aimed at Autonomous Region of the Azores warehouses, with the participation of **the vast majority of employees**.

Altice Portugal has been carrying out analyses of the **administrative waste segregation process** in buildings, including random audits of cleaning services provided by third parties, through which it seeks to identify improvement actions to be implemented. All irregular situations detected are reported to the provider in a periodic meeting.

Altice Dominicana creates, and shares awareness initiatives aimed at **encouraging the responsible utilization and consumption of natural resources**, along with the conscientious handling of solid waste. Additionally, the company is **presently engaged** in a program focused on recycling paper and paperboards utilized within its corporate buildings. In this context, the paper and cardboard used in its operations are classified and removed for correct final disposal by an authorized supplier (Green Love). As a result, from 2013 to date, the Subsidiary has avoided the emission of 61.24 tons of CO2 and the cutting down of 374 trees.

In 2024, Altice Dominicana is working on the implementation of a project with external and internal scope to promote the **reduction and correct classification of solid waste and electrical and electronic** devices, in accordance with recent legislation that came into effect in June 2023.

In 2020, General Law 225-20 on Comprehensive Management and Co-processing of Solid Waste was approved in the Dominican Republic. By Decree 225-23, the Regulation for the Comprehensive Management of Waste from Electrical and Electronic Devices was approved within the scope of the producer's extended responsibility. This regulation creates obligations for **WEEE producers, importers and traders**. Work is currently underway to create the structure that will manage WEEE.

²⁴ Updated value. Correction of the calculation formula



4.5 Water and effluents

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Emphasizing their commitment to **sustainability and environmental responsibility**, the Subsidiaries ensure proper water and effluent management through the monitoring of their consumption and the implementation of reduction measures, even though their activities do not involve the consumption of large quantities of water.

By integrating water efficiency practices, the Subsidiaries aim to contribute to the **overall strategy for protecting the water resource**, fostering a positive influence on the **communities and ecosystems** adjacent to their operations.

	2023	2022
Water consumption (m³)		
Portugal	164,252	187,870
Israel	27,848	16,775
Dominican Republic	299,937 ²⁵	233,381
Teads	1,332	1,808 ²⁶
TOTAL	493,369	439,834

Altice Portugal monitors **water consumption monthly**, through an invoice verification process. This way it is possible to identify possible non-visible ruptures and trigger corrective repairs more quickly, **minimizing water waste**.

Altice's Dominicana water and effluent management complies with **local regulations on wastewater treatment, water consumption and effluents production**. Despite the absence of awareness campaigns on the rational use of water in the reporting year, there are plans in the internal communication strategy for 2024 to carry out such campaigns. The goal is to encourage employees to **reduce water consumption through practical everyday measures**.

The increase in water consumption by Hot is in part due to the **discontinuation of the use of disposables** at the headquarters, which requires an increase in the use of water for washing dishes.



At Teads, the direct water consumption is office related. Through the Life Cycle Assessment study that was performed, the indirect water consumption related to the Teads digital advertising service was estimated. **Reducing this indirect consumption** is directly linked to its efforts to **optimize the computing resources** required to run its service.



Its infrastructure providers Amazon Web Services and Google Cloud Platform are also **committed to being water-positive by 2030**, through its conservation and reuse. ITeads also promotes the development of actions, projects, and initiatives with non-governmental organizations and local governments of the sites in which it operates, to ensure the availability of drinking water in communities.

²⁵ Difference related to the 36% increase in water consumption rate, in the northern of the country.

²⁶ Partial Teads data as of 03/02/2023, covering the consumption from offices in France, Singapore, Japan, Morocco, Romania, UAE, Spain, Brazil, UK, USA-NYC.



4.6 Biodiversity

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The Subsidiaries acknowledge the importance of biodiversity protection in their sector, as their activities and the installation **and presence** of telecommunications infrastructure, such as the mobile network telecommunications stations, **may exert pressures and sensitivities on ecosystems.**

In this regard, the **Subsidiaries seek to adopt biodiversity preservation** practices and mitigate negative impacts (both at the landscape and biodiversity levels) **through a thorough** and responsible planning process, including compliance **with applicable legislation in each geographic area** and addressing the concerns of local communities.



11,732m²



of operational area in protected areas or in areas of high biodiversity value outside protected areas

Altice Dominicana ensures that its business operations prioritize the preservation of the Dominican Republic's biodiversity. The Ministry of Environment and Natural Resources (MIMARENA) **oversees regulations and restrictions related to this matter**, and Altice Dominicana diligently adheres to the relevant legislation. When constructing towers and fibre optic routes, **the company follows a set procedure by seeking environmental authorizations** from MIMARENA. Strict adherence to this process is crucial, as the **Minister is the authority granting these authorizations**, ensuring that no infrastructure is constructed in areas where it might have adverse effects on biodiversity.

IN MAY 2023

Altice Dominicana formalized its adhesion to the Red List Rescue Mission program, a public-private alliance for biodiversity conservation. **Through this initiative**, the company sponsors the Algarrobita (Cynometra portoricensis), a flora species in critical danger of extinction. As part of the agreement, **Altice Dominicana will support awareness-raising and research efforts** for the preservation of this tree, as well as sponsoring **planting days that allow** its adequate reproduction in strategic areas of the country.



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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



5. Workforce

There is a strong relationship between the Subsidiaries' business strategy success, including the quality of their supplied products and services, and the constitution of the workforce. To ensure the technological and telecommunications systems and networks development, maintenance, and upgrading, it is crucial to have employees with the right expertise, properly trained, and with a great capacity for innovation.

2023

2022

Men

Women

Men

Women



Workforce by gender and age (number of employees)



Portugal

< 30 Years Old	118	84	100	63
30 – 50 Years Old	2,055	1,235	2,216	1,373
> 50 Years Old	1,718	922	1,583	791
TOTAL	3,891	2,241	3,899	2,227



Israel

< 30 Years Old	66	40	78	55
30 – 50 Years Old	467	430	496	453
> 50 Years Old	214	119	179	103
TOTAL	747	589	753	611



Dominican Republic

< 30 Years Old	303	310	286	281
30 – 50 Years Old	699	602	702	603
> 50 Years Old	60	54	54	48
TOTAL	1,062	966	1,042	932



Teads

< 30 Years Old	149	165	141	161
30 – 50 Years Old	424	328	434	334
> 50 Years Old	33	16	46	21
TOTAL	606	509	621	516

< 30 Years Old	636	599	605	560
30 – 50 Years Old	3,645	2,595	3,848	2,763
> 50 Years Old	2,025	1,111	1,862	963

TOTAL

6,306

4,305

6,315

4,286

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Recognizing the importance of attracting and retaining the best talent to enhance their value creation potential, the Subsidiaries' leaderships are deeply committed to **the promotion of the empowerment, satisfaction, confidence, and engagement** of their workforce, and with the integration of diverse socio-cultural backgrounds into their corporate culture, **by the following principles:**




Align HR strategies with the overall business strategy to ensure **that human capital contributes directly to the achievement** of the Subsidiaries' goals.




Attract and retain talents by employing effective recruitment strategies, providing competitive compensation, **and creating a positive work environment.**




Invest in employees' continuous development through training programs, mentorship, and opportunities **for skill enhancement**, ensuring that the workforce remain adaptable, **innovative, and capable** of meeting the industry's ever-changing demands.



Carry on fair and transparent performance evaluation **process to assess** and reward employees' contributions, as well as identify and **prepare high-potential employees for key roles** within the Subsidiaries in **the succession planning exercise.**



Foster a diverse and inclusive workplace that values and respects differences in **gender, race, age, ethnicity**, and other dimensions.



Prioritize the well-being of employees by promoting a healthy work-life balance, **providing wellness programs, and addressing workplace stressors.**



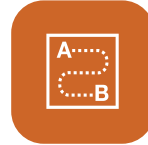
Altice Dominicana's

Current human resources strategic plan is aligned with its business strategic plans and demands, focusing on the following principles and targets:



Strengthen the employer brand, internally and externally, to attract and retain high-level talent to fill the most in-demand positions.

Enhancing the employee experience, being more accessible, friendly, and agile by implementing new digital tools and by simplifying processes in the most critical matters (such as recruitment, onboarding, employee services, organizational well-being).



Integrating actions that allow the transition to the future of work demands, such as training in digital and self-management skills, flexibility and work-life balance, generational differences, and others.



Strengthen the management staff through training, support and tools that allows them to adapt the leadership styles to the new times requirements.

TARGET



Work Environment

People survey for all staff (yearly), with **90%** on eNPS

Buzz Box Customer fronting (quarterly) with **70%** on NPS²⁷

Work Acquisition

20% of general attrition rate

30% of customer fronting attrition rate

10% of support function & technical attrition rate

<10% of key staff attrition rate

Recruitment Quality

3% of < 3 months turnover

6% of <6 months turnover

Internal recruitment

50% of vacancies fill with internal candidates

Staff Recognition

10% of the staff recognized per semester

Performance evaluation & objective settings

90% of staff evaluated per semester

²⁷ 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.

5.1 Talent attraction and new employee hires



To guarantee its competitive advantage in the communication and technology sectors, it is crucial to have a solid workforce, with concrete skills and a high capacity for innovation. In this sense, the Subsidiaries seek to build a strong and diverse workforce, by attracting the best talents on the market and retaining those who are already part of their team.

2023

2022

Men

Women

Men

Women



Rate of Entries (%) – by gender and age²⁸



Portugal

< 30 Years Old	40%	50%	59%	59%
30 – 50 Years Old	3%	3%	2%	2%
> 50 Years Old	1%	1%	0.3%	0.1%
TOTAL	3%	4%	3%	3%



Israel

< 30 Years Old	71%	43%	85%	89%
30 – 50 Years Old	9%	10%	15%	13%
> 50 Years Old	2%	3%	3%	1%
TOTAL	12%	11%	19%	18%



Dominican Republic

< 30 Years Old	43%	45%	48%	51%
30 – 50 Years Old	19%	19%	17%	14%
> 50 Years Old	2%	6%	4%	9%
TOTAL	25%	27%	24%	25%



Teads

< 30 Years Old	21%	24%	33%	37%
30 – 50 Years Old	13%	16%	26%	33%
> 50 Years Old	3%	13%	26%	29%
TOTAL	15%	19%	28%	34%

²⁸Rate of Entries (%) = (Total Entries in the period under review) / (Total Employees at the end of the period under review)

TOTAL

9%

12%

11%

14%

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The attraction of the best talents is carried out by the Subsidiaries, using an omnichannel dissemination approach on the career opportunities, **internally and externally, that includes**, among others, websites, social media, and the participation in specific events for this purpose. In Portugal, Altice has a set of other talent attraction programs, with different target audiences and **driving agents**:

125 Trainees
(+108% than in 2022)



DARWIN PROGRAM

Trainee program lasting 12 months, which covers all areas of the company. For many Darwins (trainees), **this is their first contact with a professional career, so the program focuses mainly on skills development such as teamwork, learning and development**, creativity, innovation, and critical thinking. It follows a logic of continuous and customized "one-to-one" monitoring with permanent feedback.

06 People with disabilities
Professional internships



BE BRAVE

Partnership with Valor T and Associação Salvador which promotes the employability of people with disabilities. It has internship and **integration sessions, networking moments, activities to enhance the feeling of belonging, and a counselling and mentoring** component. Over the 12 months, follow-up sessions are held, with the ultimate purpose of integrating the interns into the Subsidiary workforce.

06 Trainees



UPSKILL PROGRAM
DIGITAL SKILLS & JOBS

Training courses with an estimated duration of six months, followed by three months of on-the-job training, in participating companies, to **requalify people – unemployed or underemployed – in the** various areas of Information and Communication Technologies (ICT). At the end of the process, the objective will be to integrate at least 80% of the participants into the company's workforce. **2023 was the pilot year.**

13,25% of successful referrals



U NAME.IT PROGRAM

Referral program that encourages employees to recommend people from their network of contacts for **talent acquisition opportunities**. The Program provides remuneration, with €200 vouchers, for each Altice Portugal employee whose reference **was selected and who is part of the company's staff for at least six months (trial period).**

In 2023, Altice Portugal signed the "More and Better Jobs for Young People Pact" with the High Patronage of the President of the Republic. At a time when youth employment has been the subject of special attention in Portugal and the European Union, this pact aims to bring about a real change in the current context of vulnerability that characterizes youth employment.



1. 2023 CONTEXT

Altice Dominicana has a dedicated **webpage – Altice Job - to promote job opportunities and attract candidates. Additionally, as usual, the Subsidiary** participates in several employment fairs.

To attract talents from the local communities, it also promotes **the available job offers at the company's commercial fairs in towns and regions** where the Subsidiary has operational sites.

2. SUSTAINABILITY STRATEGY

Altice Dominicana's jobs program includes a component **to attract young talent, based on three pillars:**

3. ETHICAL BUSINESS



4. ENVIRONMENTAL PERFORMANCE

The partnerships with the country's top Universities provide the integration of young people into the Subsidiary for their first professional experience.

Challenge where 60 university students are challenged to improve **a process or internal problem. Six of the 15 students who won** it in 2023 are integrated into the trainee program for six months.

Participation in the most relevant **university employment fairs, to recruit the most valuable talents, in alignment with the Subsidiary's DNA values: Diversity/ Inclusion, Excellence, Disruption, Innovation, and Audacity.**

5. WORKFORCE

6. PROXIMITY TO THE COMMUNITY



To ensure compliance with the principles of respect for diversity and equal treatment, Altice Dominicana **uses the ZOHO Recruitment Tool (ZOHO Recruit).** This tool allows you to track each stage of the process, considering any deviation from the aforementioned principles.

Furthermore, Altice Dominicana created **a QR code published in all talent attraction events and initiatives** in which the Subsidiary participates. The code redirects the user to a website to register their **CV, thus becoming** eligible for available or future job opportunities.

Altice Dominicana has been focusing on recruiting people **in situations of social exclusion, counting,** for this purpose, on the collaboration of various **associations and institutions, which** help to promote the integration of members of disadvantaged communities into the labour market.

7. PARTNERSHIPS

Likewise, in addition to the offers available in traditional channels, with the aim of attracting young talent, HOT also **participates in various** events and conventions for students and recent graduates.

Lastly, Teads is also a regular presence at job fairs. In some specific departments (e.g., Innovation) referral programs are still in place, and it offers internships to students from high schools to Master's level and does some presentation to schools to explain career paths in the Adtech sector. It also keeps its partnership with the organization **Les Papillons de Jour to promote people with special needs employment.** Newly recruited employees are announced through internal communication tools (Workplace) and follow an onboarding program adapted to their profile.



5.2 Employee retention and turnover

To retain talent, the Subsidiaries develop multiple strategies, which focus on valuing and recognizing their people, through working conditions, namely remuneration, benefits, and flexibility (more information in “5.2 Employee retention and turnover”), and the conditions for preserving their health and safety (more information in “5.5 Occupational Health and Safety”). Furthermore, employees increasingly want companies willing to invest in their development and that recognize their performance. Thus, performance evaluation (more information in “5.3 Training and Skills Development”), training, and other skills development programs are increasingly valued by employees.

2023**2022**

Men

Women

Men

Women



Rate of Turnover (%) – by gender and age²⁹



Portugal

< 30 Years Old	11%	15%	17%	24%
30 – 50 Years Old	4%	3%	5%	4%
> 50 Years Old	3%	2%	2%	2%
TOTAL	3%	3%	4%	4%



Israel

< 30 Years Old	55%	45%	55%	93%
30 – 50 Years Old	10%	12%	15%	12%
> 50 Years Old	2%	7%	3%	5%
TOTAL	12%	13%	16%	18%



Dominican Republic

< 30 Years Old	26%	25%	36%	27%
30 – 50 Years Old	22%	24%	25%	20%
> 50 Years Old	10%	13%	17%	15%
TOTAL	23%	23%	28%	22%



Teads

< 30 Years Old	20%	25%		42%
30 – 50 Years Old	18%	21%	25%	22%
> 50 Years Old	15%	6%	35%	95%
TOTAL	18%	22%	29%	31%

²⁹Rate of Turnover (%) = (Total exits in the period under review)/(Total employees at the end of the period under review).

< 30 Years Old	25%	25%	36%	38%
30 – 50 Years Old	10%	12%	12%	11%
> 50 Years Old	3%	3%	4%	5%

TOTAL**9%****11%****12%****13%**

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Social Dialogue

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To ensure the **quality and stability of the workforce** it is important to listen and communicate, understanding its main ambitions, concerns, **expectations and needs and provide** competitive employment conditions, in which are included not only the remuneration ones, but also a range of benefits.

99% of Altice's Portugal employees covered by collective bargaining agreements

In The Altice Portugal Labour Relations Advisory Board aims to ensure dialogue between employees and top management. To this end, it holds regular meetings between the **Executive Commission**, worker representative bodies, and trade union organizations, seeking to continually assess the needs and **expectations of its workforce** and identify opportunities for improvement. Likewise, Altice Portugal **promotes the freedom of association of its employees.**

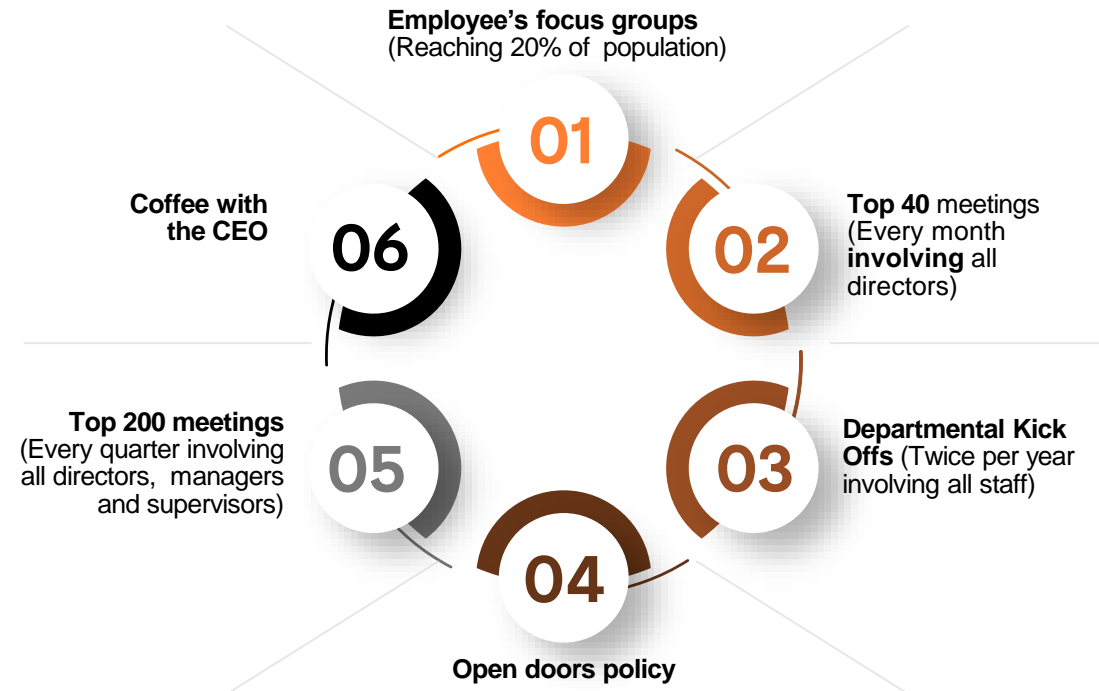
Altice Dominicana is **available and promotes the discussion of any topic that benefits its workforce. No type of persecution or discrimination is carried out against employees for exercising their right to social dialogue**, to form a workers' union, or to join an existing one.

Team & People Committee

Since June 2023, Altice Dominicana has a Team & People Committee, a forum created to discuss issues related to employees to better understand their demands and concerns and find suitable solutions. This Committee is composed by the CEO, the HR management and employees from different levels and departments of the company.

87% of HOT's employees covered by collective bargaining agreements

Altice Dominicana has a **permanent social dialogue program with its employees**, which it firmly believes is crucial to have a healthy work environment that promotes productivity and innovation. This program includes a set of moments/initiatives for interaction with employees:



Besides that, the Subsidiary also has **other tools where employees can express themselves guaranteeing their confidentiality**, like the **buzz box (short engagement and satisfaction survey every quarter, addressed to all customer fronting population)**; the **people survey (large engagement and satisfaction survey every year, addressed to all staff)**; the **Suggestion Box and the Whistleblowing Channel (ethics and fraud denouncements channel)**. Several meetings are held with union representatives, mediated by the Ministry of Labour, even though the Subsidiary was open to them being held without this intervention.

HOT believes that keeping a respecting and transparent dialogue with the **employee allows it to see the uniqueness and the needs of each employee and person**, which is an added value in order to increase their engagement, and involvement in the success of the organization's goals. This strategy which is implemented by the Subsidiary in every aspect of communication between leadership and their employees, also regularly includes measurements of organizational climate, holding periodic conversations with employees, roundtable discussions, participation in board meetings, proximity to HR teams (**who are permanently in the field**) and others. HOT also keeps the discussion with the trade unions about what were agreed upon in **the collective bargaining agreement*** (e.g., employees' termination, incentives models, working conditions, changes in the organizational structure, welfare and wellbeing programs, training programs, cross-organizational

All the active employees, excluding labor dispute and employment termination cases.



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Teads has no ties to unions, none of its employees are unionized and it does not have a collective bargaining agreement. However, the relationship between the management team and employee representatives is an important communication aspect of the company's strategy. In France, Teads employees are represented by the Comité Social et Économique and the Comité d'Hygiène, de Sécurité et des Conditions de Travail, constituted by HR Director Southern Europe, MEA & Innovation Team, the CFO and 8 elected employees, and whose meetings are organized regularly (monthly/quarterly). These meetings cover among others work conditions (e.g., offices), career progression (e.g., training), and questions about the company management.

Teads' feedback culture is also kept through regular surveys, which are implemented through Culture AMP – The People & Culture Platform.

The actively preserved dialogue with employees has made it possible to define remuneration policies and provide a set of benefits that duly meet the needs and expectations of the workforce. In this way, Subsidiaries seek to promote the well-being,

productivity, satisfaction, and retention of their employees. Additionally, these are factors that differentiate them and promote their attractiveness as employers.

The Altice's Dominicana Remuneration Policy, which is validated and approved by the CEO, defines the compensation guidelines that will be used in the Subsidiary to establish the rules, regulations, and procedures to be followed for the administration and control of the employees' compensation.

Depending on the nature of their work or type of contract, temporary workers and consultants are also bound to comply with the Remuneration Policy principles. The HR team defines, monitors, and periodically reviews it by defining the compensation guidelines, developing the related procedures, and ensuring their strict application with the Vice Presidents of each department.

HOT also has a Remuneration Policy that includes, besides the salary conditions, some benefits offered to employees.

The Altice's Dominicana Remuneration Policy provides guidelines (applicable to all permanent employees regardless of their status – local or internationally mobile – or their hierarchical level) on:



Performance evaluation (merit review);



Salary;



Commissions;



Incentives;



Promotions

Employee Satisfaction

The subsidiaries provide multiple benefits to their employees, which may or may not be part of their respective remuneration policies. The benefits, which apply to different components of employees' personal and professional lives, may differ from subsidiary to subsidiary and they also depend on seniority level, years of experience, hierarchy, type of role, and field of occupation.

*Summer camps - Israel: "Applicable to all employees with a seniority of one year or more and who have children between the ages of 3-11 years."

*Kindergartens - Israel: "Monthly kindergarten participation, which applies to all employees with a seniority of one year or more who have children between the ages of 6 months and 5 years."

*Health insurance - Israel: "Applicable to all employees with a seniority of 5 years or more who are entitled to a basic insurance policy."

*Holiday Gifts - Israel: "Applicable to all employees who have completed one year of work or more."

*Dismiss days - Portugal: "Birthdays, last day before Christmas, plus 1 day of vacation (if there are no unjustified absences), seniority celebration day(s) at the company, among others"



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	Portugal	Dominican Republic	Israel	Teads
Health And Life				
Health insurance	✓	✓	✓	✓
Dental Care insurance	✓		✓	✓
Life insurance		✓		
Psychological support	✓	✓		✓
Medical dispensary		✓		
Telecommunications Services				
Discounts for own products and services	✓	✓		
Voucher for the purchase of a cell phone	✓			
Financial Resources And Savings				
Financial facilities forces rate loans		✓		
Savings and loan cooperative		✓		
Aid fund			✓	
Kids				
Summer camps	✓		✓	
Kindergartens and/or other educational incentives or scholarships	✓		✓	✓
Others				
Vocation days			✓	
Study fund			✓	
Hybrid work	✓			✓
Holiday gifts			✓	✓
Dismiss days	✓			
Discounts on partner products and services	✓			



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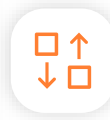
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In addition to the benefits offered to employees, Altice Portugal encourages them to practice sports, through the Sports Club. The well-being in the **workplace is ensured with some dining and reading spaces** in the different buildings, and also with the Pilot Summer Platform, which provides free Friday afternoon activities. As a result of an employee consultation process, **Altice Portugal launched, in 2023, an internal mobility program**, which was identified by its workforce as a potential retention factor.



Drive Program

Internal mobility program, which contributes to talent retention, by promoting the development of employees and their careers, exposing them to new experiences, contexts and professional challenges.

HOT also establishes the attribution of a **seniority gift** and a clothing bonus, to all employees who have completed **36 months of work at the Subsidiary**.

The children of Teads employees are also provided with Christmas gifts or at the time of their birth, coverage of extracurricular cultural and sports subscriptions. In terms of environmentally friendly practices, the Subsidiary has the **EcoTree project - which provides a tree to each employee -**, the bicycle subsidy for employees who go to the office by bicycle (United Kingdom), and the financing of costs of public transport (France, USA).

Like Altice Portugal, Teads has an internal mobility program that lets the **employees apply for internal moves and discover other teams**.

5.3 Training And Skills Development

Training and skills development also play a prominent role in employee satisfaction and retention. At the same time, they are fundamental to the prosperity of organizations. In a market undergoing permanent transformation, these are significant factors to promote the resilience, efficiency, and effectiveness of operations, as well as the offer quality itself.

		2023	2022
Average Training Hours – By Gender			
Men	Portugal	63.4	34.8
	Israel	17.0	10.4
	Dominican Republic	26.3	28.95
	Teads	26.1	21.0
	TOTAL	48.0³⁰	29.57
Women	Portugal	66.3	37.1
	Israel	16.1	8.6
	Dominican Republic	38.2	31.5
	Teads	35.6	22.0
	TOTAL	49.5	30.0

³⁰Calculation method of average training hours: total number of training hours/total number of employees per gender



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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.



#Ser

Training that aims to improve employees' ability to manage stress. To this end, skills in terms of body awareness, thought and emotion management, interpersonal relationships and communication are developed and improved.

Time2LEAD Program

Development and leadership program, focused on intra-team relations, addressed to the second-line directors. Designed under an agile methodology, it works, according to an entirely experimental approach, on leadership and people management skills, fed by real feedback from teams and always supported by HR assessments.

Altice's Dominicana training and skills development programs are regularly updated, considering the objectives and gaps identified in employees' individual career plans. Based on the training and skills development programs, annual analyses are carried out, such as performance assessments, talent mapping, position weighting, and professional skills profiles.



Currently, Altice Dominicana has several **programs aimed at filling current skills gaps** in the current tasks' performance, as well as preparing employees to perform major responsibility roles, so that they can progress in their careers, like:

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Sales And Services Program
Sales and services certification program that includes both hard and soft skills training, and is mandatory to the career progression, especially for customer-facing employees

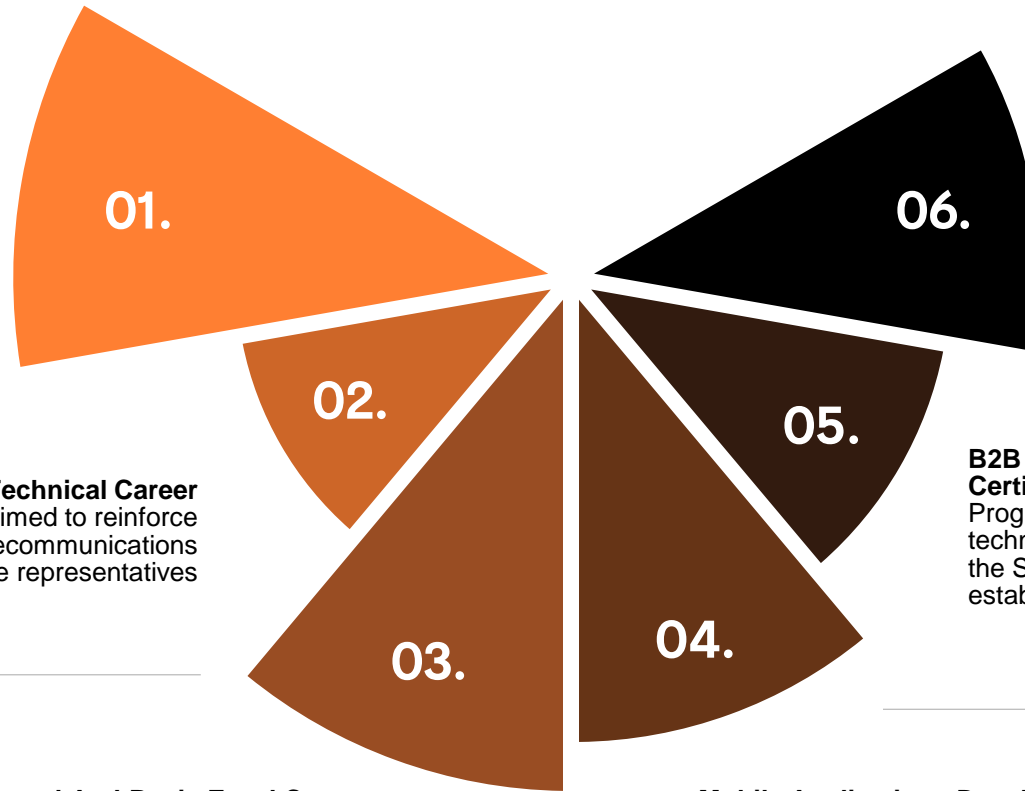
Commercial Technical Career
Certification which is aimed to reinforce technical skills to Telecommunications Relay Service representatives

Advanced And Basic Excel Courses
Crucial courses to increase automation and productivity in some processes, mainly for financial and administrative roles

Mobile Applications Development Certification Program
Certification Program that was initially launched for internal IT people and after extended to engineering students outside the company

CCNA program
Specially launched for network engineers

B2B Technical Solutions Certification Program
Program launched in order to address technical knowledge gaps identified in the Subsidiary b2b sales force, that establishes four grades of expertise



→ The digitalization of training programs has been a concern that Altice Dominicana has invested in, making previously in-person programs virtual and developing multiple webinars on the most diverse topics such as productivity, leadership, mental health and well-being.

→ All of these programs are under the umbrella of Altice Academy, the Subsidiary's learning platform, and are part of the Altice Dominicana Learning Management System. Available in a web version and mobile application, this system made it possible to digitize training processes and consequently eliminate the use of associated paper (e.g., in support materials, tests, and satisfaction surveys).



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In addition to these training and skills development programs, **general and commercial induction programs are available, which aim to reduce the learning curve of new employees.** These programs include theoretical and practical aspects. General induction is regularly one day, and commercial inductions can range from three to **21 days** depending on the role (e.g., d2d, company-owned stores, b2b sales, after-sales, BO, and others).



HOT also has various training and development programs held for employees throughout the year. Some of these programs are:



HOT ACADEMY+

Learning academy which integrates a variety of courses and practical and enriching lectures



Knowledge Management System

System mainly intended for the better use and improvement of customer service



Professional Conferences And Courses

In areas of product managing, customer service, training, human resources, and information technology



Language Courses

Aimed at employees & managers who receive Business English courses, as well as personal tutors



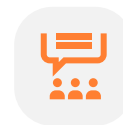
HOTCAST

In-house organizational podcast, suggesting two thematic branches: HOT employees, and managerial topics



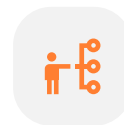
It's Your Time to Shine: Small Tips from Great Managers

Managerial tips which are sent on a weekly basis to the entire managers' group. In addition to that, a booklet with the tips' collection is distributed to all managers



Personal Coaching and Consulting

Private coaching for HOT employees, with an in-house coach, to discuss leadership issues and access tools for more effective management



Leadership Development

The managers have leadership programs, according to their personal and business needs

In 2023, HOT developed significant components of its development plan: **launched a new development program for beginning managers; enriched lectures and training for employees;** implemented a new information management system; and, finally, improved its onboarding process. However, since October 2023, given the context experienced in the country, all scheduled activities have been cancelled. To face this delicate moment, a new employee support and guidance program was created.

At Teads, training is a prominent part of employees' agenda. There is a continuous process of employee development and career discussions are encouraged throughout the year. **However, there is a pre-defined moment - annual review - for each employee to identify and define with his manager the areas of development and training solutions that he should focus on.** The conclusions of this reflection serve as the basis for defining training programs by the HR team.



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Global Training Programs

In 2023, the Global Training Programs continued. The Global Mentoring Program, which had been a **great success in 2022**, was repeated in 2023 and had a relevant number of participants. This program allowed Teads' employees to Mentor or Mentor a Global Teads colleague. This presented a valuable opportunity for Teads to **engage in a learning and development partnership**, where Mentors had the opportunity to provide advice to mentees on career development and illuminate pathways for excelling and advancing in their careers at Teads.

Hackathon

Teads launched a Hackathon event in 2023 and will reiterate in 2024, during this two-day creative event, the **innovation team** develops proof of concepts and explore new **business opportunities** for Teads. The 2023 edition was about the use of Gen AI into our products.



After the launch of Learn at Teads – a New Learning Management System - in 2023, **qualification and increased use of the platform were actively promoted**. In this way, employees are invited to join a new learning journey where they are responsible for controlling their own development.

+ more than 250 courses

+more than 1,300 active users

01

Reformulation of the Global Teads Fundamental Onboarding Program.

02

Global Mentoring Program, to encourage career development at Teads.



03

Global Sales Training, to drive presentation improvement and alignment globally.

04

Specific HR training, including feedback, annual performance evaluation content, and external content for the development of interpersonal skills, among others.



Over the last year, the platform has included a variety of content, including those shown on the right:



Some specific training also took place locally, promoted by internal and external teams, which followed the same dynamic of improving values and a sense of belonging, aligning with business needs in each concrete reality, and improving the efficiency and effectiveness of activities and operations.



These programs provide the Subsidiaries' employees with a set of knowledge and skills. When properly used, it contributes to their professional development, which will tend to culminate in career progression. The Subsidiaries' employees' progressions follow a performance and merit logic, that ensures opportunities' equality.



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		2023 ³¹	2022
Workers with progressions - by gender (%)³²			
Men	Portugal	18%	12%
	Israel	3%	3%
	Dominican Republic	29%	40%
	Teads	80%	29%
	TOTAL	22%	15%
Women	Portugal	13%	11%
	Israel	4%	4%
	Dominican Republic	25%	31%
	Teads	83%	25%
	TOTAL	20%	14%

³¹ 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.

³² Standardized calculation formula for all geographies: Number of workers with progressions by gender/ Number of workers eligible for progressions by gender

At Altice Portugal, depending on their development and performance, employees are evaluated, in two formal moments, according to a set of skills through the performance management model, called Global Performance System (“GPS”). This model consists of five components: Altice Portugal Indicators; Direction Indicators; Department Indicators; Assessment of Individual Performance and Service Quality.

100% of eligible employees are covered by the annual and interim performance evaluation process

Interim evaluation

Annual Evaluation

Performance Analysis

In the following dimensions:

- Company
- Vision
- Client
- Entrepreneurship & Innovaion
- People



Feedback

Identification of behaviours to highlight

Definition of strategies for areas that require development



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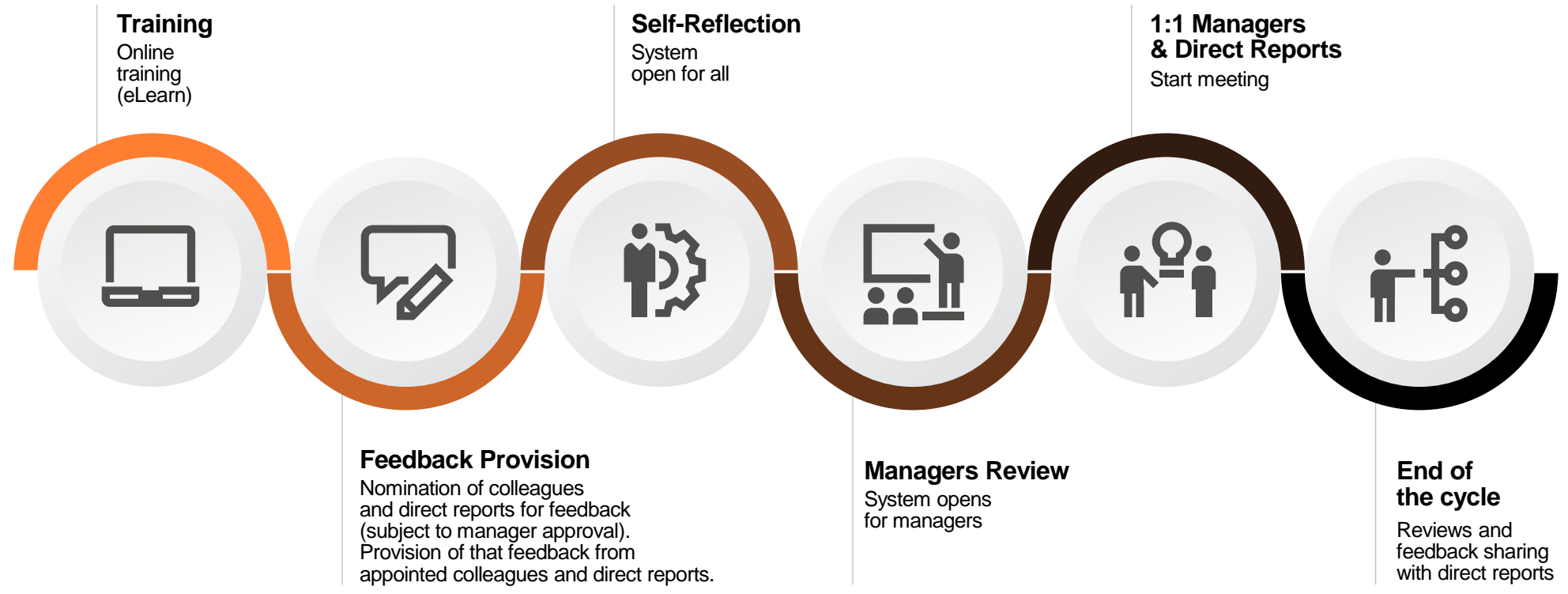
7. PARTNERSHIPS

At Altice Dominicana, performance evaluation is a continuous process that allows the Subsidiary to review the quality of work performed by each employee during a certain period. It requires, not only continuous supervision but a **permanent supervisor-subordinate** communication to recognize/motivate positive performance and observe/improve deficiencies. Performance analysis is based on two components: **goals** - indicators that allow measuring employee performance -; **and competencies** - those personal characteristics (knowledge, skills, etc.) necessary to perform a set of key activities at the highest level of performance.

Once all the objectives and competencies have been analysed, measured and qualified, a final result must be reached that **reflects the objectives achieved and the way in which they were obtained**. Consequently, feedback is presented to the employee.

HOT has an annual performance evaluation process, considering the objectives previously defined together with the employee. At the end of each evaluation process, **objectives for the following year are established**.

→ Teads Annual Review process is one of the most important parts of the year when it comes to development and goal setting conversations. This is part of the Subsidiary's ongoing effort to support the development of its people at the same time promoting fairness and more transparency around the performance management process.





5.4 Diversity, inclusion, and non-discrimination

Diversity and inclusion are not just principles that regulate the actions of all Subsidiaries. They are a way of respecting and valuing people, with a high impact on each Subsidiary's value-creation potential. Diverse organizations are **more resilient in the face of current and future challenges**, as they are better able to understand different realities and because they are endowed with greater creativity and capacity for innovation. - different people generate different ideas.

1. 2023 CONTEXT

2. SUSTAINABILITY STRATEGY

3. ETHICAL BUSINESS

4. ENVIRONMENTAL PERFORMANCE

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6. PROXIMITY TO THE COMMUNITY

7. PARTNERSHIPS

		2023	2022
Diversity in the company (%) – by gender³³			
Men	Portugal	63%	64%
	Israel	56%	54%
	Dominican Republic	52%	53%
	Teads	54%	55%
	TOTAL	59%	60%
Women	Portugal	37%	36%
	Israel	44%	46%
	Dominican Republic	48%	47%
	Teads	46%	45%
	TOTAL	41%	40%
Top management positions diversity (%) – by gender ³⁴			
Men	Portugal	78%	73%
	Israel	59%	57%
	Dominican Republic	57%	57%
	Teads	71%	.. ³⁵
	TOTAL	71%	67%³⁶
Women	Portugal	22%	27%
	Israel	41%	43%
	Dominican Republic	43%	43%
	Teads	29%	.. ³⁷
	TOTAL	29%	33%³⁶

³³ Percentage of men and women in the company.

³⁴ Percentage of men and women with top management positions over total of top management positions of the company.

³⁵ Information not available.

³⁶ Value does not include Teads.

³⁷ Information not available.



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2023

2022

Management positions diversity (%) – by gender ³⁸			
Men	Portugal	68%	68%
	Israel	63%	67%
	Dominican Republic	54%	56%
	Teads	56%	.37
	TOTAL	63%	66%³⁶
Women	Portugal	32%	32%
	Israel	37%	33%
	Dominican Republic	46%	44%
	Teads	44%	.37
	TOTAL	37%	34%³⁶
Other employees (%) – by gender ³⁹			
Men	Portugal	63%	63%
	Israel	56%	54%
	Dominican Republic	52%	52%
	Teads	52%	.40
	TOTAL	59%	59%⁴¹
Women	Portugal	37%	37%
	Israel	44%	46%
	Dominican Republic	48%	48%
	Teads	48%	.40
	TOTAL	41%	41%⁴¹

³⁶ Value does not include Teads.³⁷ Information not available.³⁸ Percentage of men and women with management positions over total of management positions of the company.³⁹ Percentage of men and women of other employees over total of other employees of the company.⁴⁰ Information not available.⁴¹ Value does not include Teads



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7. PARTNERSHIPS

2023

2022⁴²

Gender pay gap ⁴³			2023	2022 ⁴²
Remuneration ratio of Men and Women in Top Management	Portugal		0.76	0.82
	Israel		1.54	2.79
	Dominican Republic		0.96	0.80
	Teads		1.12	.45
	TOTAL		1.26	2.03⁴⁴
Remuneration ratio of Men and Women in Management	Portugal		0.94	0.94
	Israel		0.90	0.99
	Dominican Republic		0.94	0.93
	Teads		0.89	.45
	TOTAL		0.97	0.90⁴⁴
Remuneration ratio of Men and Women in other employees	Portugal		0.96	0.96
	Israel		0,80	0,80
	Dominican Republic		0,84	0,86
	Teads		0,99	.45
	TOTAL		0,94	0.90⁴⁴

⁴² Updated values based on the new calculation methodology.

⁴³ Gender pay gap = (Average Female base remuneration)/(Average Male base remuneration).

⁴⁴ Value does not include Teads

⁴⁵ Information not available.



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Altice Portugal seeks to actively promote diversity and inclusion across its workforce

From the outset, Altice's Portugal recruitment (internal and external) **and progression opportunities are governed by equality criteria**, with the inclusion of people hired being made possible within its operations.



At the level of gender equality, in the Codes and Policies by which it governs its operations, especially in the Code of Good Conduct for the Prevention and Combat of Harassment, the Subsidiary provides for a set of **principles and mechanisms to promote the dignity of men and women in the work environment**, which protect them in the event of deviant behaviour, manifested verbally, physically, sexually or in any other way.



Regarding the inclusion of people with disabilities, Altice Portugal is covered by the quotas defined in Law n.4/2019 – **Integration of people with disabilities**. To this end, the Subsidiary continues to invest in the Be Brave program, which has even been publicly awarded. (more information in [“5.1 Talent attraction and new employee hires”](#)).



Employees are involved and made aware of these themes through **training and communication actions aimed, in particular, at employees who hold management positions**.

Altice's Portugal commitment to promoting diversity and inclusion is cemented through participation in a set of forums and initiatives that encourage debate, sharing, and the implementation of actions that contribute to gender equality (more information in [“7. Partnerships”](#)).



PLURAL

Training in a game-learn format that recreates everyday situations so that **employees can learn about diversity and inclusion**. In this way, the aim is to make people aware of the breadth of diversity that surrounds them so that they can recognize and respect it, learn to encourage diversity in their daily lives, learn about the benefits of diversity, practice actions that promote diversity, and learn the key tactics of inclusive leaders. In 2023, the course was made available to 6,617 employees.



1. 2023 CONTEXT

Altice Dominicana guides the entire process of recruitment, selection, integration, and **management of employees**

2. SUSTAINABILITY STRATEGY



so as not to perpetuate discriminatory aspects such as nationality, religion, race, gender, age, and marital status, among others. To promote respect for the diversity and individuality of each employee, the Subsidiary develops several awareness campaigns.

3. ETHICAL BUSINESS

In particular, with regard to matters related to gender equality, the Subsidiary remains attentive to the evil reality that afflicts society and the way it is felt in the business sphere. In this context, it promotes **support networks for women in vulnerable situations through psychology services** (in person or by cell phone), and, in November, it celebrates the Campaign Month to End Violence against Women.

4. ENVIRONMENTAL PERFORMANCE

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In 2023, Altice Dominicana took part in the PORTALENTO Latin America fair, promoted by the Innovation Laboratory of the Inter-American Development Bank Group (IDB Lab) and the ONCE Foundation and implemented in Dominican Republic by the United Nations Development Program (UNDP), in coordination with the Ministry of Labour (MT-strategic ally of this project) and the National Disability Council (CONADIS). Its objective is to **raise awareness in society about the professional talent of people with disabilities and promote their labour inclusion** in companies and public institutions.

GOLD SEAL IGUALANDO DOMINICAN REPUBLIC

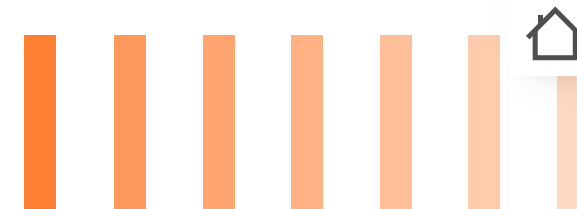


In 2023, Altice Dominicana obtained the seal that **certifies the Subsidiary is in compliance with its best equality and diversity practices**. The *Igualando* RD seal is an initiative to integrate gender into the organizational structure implemented at local level by the Ministry of Women with the support of the United Nations Development Program (UNDP).

As part of the actions implemented to obtain the IGUALANDO RD gold seal, the Subsidiary created protocols to address **gender-based and intra-family violence and sexual harassment in the workplace**.

The Subsidiary are currently working to obtain the "2024 Igualando's seal".

Teads actively invests in efforts to ensure a **work environment** where everyone is included, regardless of their differences



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2. SUSTAINABILITY STRATEGY

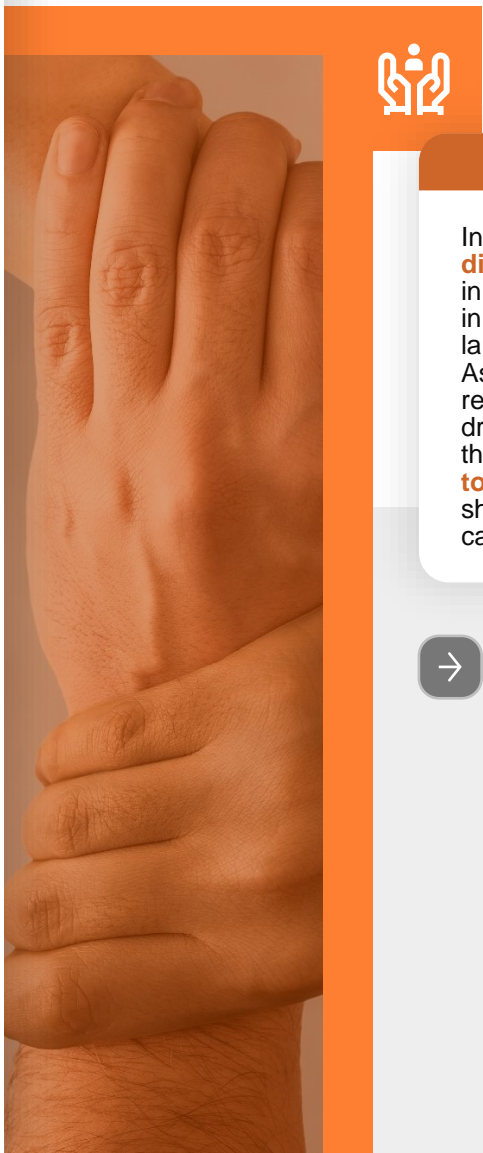
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The entire workforce is **aware of the Subsidiary's rules on respect, diversity, and harassment** and Teads has implemented several projects to promote these principles in their most diverse dimensions.

In this sense, Teads has local **committees addressing diversity and inclusion topics** – a Culture Committee in the US; a Diversity, Equity and Inclusion Committee in the UK; and a similar Committee in France. In 2023, it has launched a Diversity and Inclusion group called "Techquity Assembly", which is a global initiative (with equal gender representation) which works with the steering committee driving the initiatives forward across different region and that meets monthly **to discuss diversity issues and to specifically support women in technology at Teads**, sharing tips for everyday work, the state of the industry, career management advice, and others.

Furthermore, in some countries, such as France, Teads commits every year to an "Equality Plan", which refers to **recruitment, training, and promotion topics**, thus allowing the company to promote and measure its performance in these matters through concrete actions and initiatives.

To better ensure the awareness and appropriate action of employees, **Teads provides specific training actions on unconscious bias to its recruiters**, and all employees have access to resources on this issue.



In 2023, communication on handicaps was done with a newsletter and posters in the French offices. In the UK, each monthly newsletter was dedicated to an important diversity and inclusion theme (e.g. communication, workshops and **events organized to celebrate International Women's Day, Neurodiversity, International Transgender Day of Visibility and Ramadan in March**). In the US, it covered other holidays and celebrations such as Cinco De Mayo, Mental Health Awareness Month, Pride Month and others. One of the priorities of the Diversity and Inclusion group has been the recruitment of more women, especially to join the Innovation team, where this gender was underrepresented. Currently, recognizing that the reality of the Subsidiary is far from the objective of perfect parity, there are several initiatives carried out to promote gender diversity in the technological ecosystem.

The Subsidiary remains committed to integrating employees with disabilities by promoting equal opportunities in recruiting, hiring and promotion. It has made adaptations in the workplace to meet the specific needs of employees with disabilities, such as physical accessibility in locations, or furniture appropriate to the need. These actions not only benefit employees with disabilities, but also enrich the work culture based on diverse and productive teams.

HOT does not discriminate against employees or candidates in any way based on, in particular, gender, sexual orientation, personal status, pregnancy, paternity, age, race, religion, nationality, country of origin, and residence. The Subsidiary is covered by the law "equal rights for people with disabilities", in connection with which it makes significant efforts in the context of hiring people with disabilities. These efforts include partnerships with specialized associations. Teads, as a global media platform, is naturally made up of a huge variety of people - 62 nationalities.



Protection of maternity and paternity

Building an inclusive work environment involves an active presence in the different stages of the life of the employees. It is important to ensure that there is an **organizational culture that incorporates values that do not impede the exercise of reconciliation between personal and family life** and the harmonization of the use of time by men and women and that the Subsidiaries' policies include various incentives, aimed at parents, as well as those who have family members to care for, in addition to what is legally established.

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RATES OF RETURN AND RETENTION AFTER PARENTAL LEAVE		2023		2022		
		MAN	WOMEN	MAN	WOMEN	
	Number of employees entitled to parental leave	Portugal	108	19	129	33
		Israel	26	74	31	50
		Dominican Republic	47	84	47	47
		TOTAL	181	177	207	130
	Number of employees who used parental leave	Portugal	108	19	129	33
		Israel	2	74	1	50
		Dominican Republic	47	84	47	47
		TOTAL	157	177	177	130
	Return rate	Portugal	99%	100%	100%	100%
		Israel	100%	50%	100%	86%
		Dominican Republic	100%	100%	100%	100%
		TOTAL	99%	79%	100%	95%
	Retention Rate	Portugal	95%	85%	93%	89%
		Israel	100%	53%	100%	55%
		Dominican Republic	70%	74%	_45	_45
		TOTAL	89%	70%	93%⁴⁵	69%⁴⁶

⁴⁵ Information not available.

⁴⁶ Value does not include Altice Dominicana.



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Altice Portugal has been developing a set of initiatives

to support parenting, which include the offer of a Baby Kit after birth, the attribution of support and study subsidies to children with special educational needs and the attribution of prizes for excellence to students (children of employees) with high academic performance.



Altice Dominicana offers its employees **10 working days of paternity leave (eight days above law)**, and 14 weeks of maternity leave. It also made breastfeeding rooms available, providing breastfeeding mothers with a private space to pump or nurse, and gave all employees the option of requesting a leave of up to four hours per month, that may be used for any personal matter, such as medical appointments or family matters, without this being considered as absence or part of their holiday days.

HOT acts by Israeli law in these matters. In this way, it **protects women undergoing fertility treatments, pregnancy, and maternity leave**, prohibiting their dismissal after maternity leave (for at least 60 days). Women can extend this leave for up to one year. As for men, they are also entitled to parental leave in addition to the mother.

After parental leave, the parent can **benefit from a daily reduction** in working hours of at least one hour for a year, without affecting their salary.

Teads understands the protection of maternity and paternity and the right to family assistance as essential conditions for promoting a **balanced relationship between professional and family life**.

Reconciling **professional and personal/family life is always a challenge**. In this context, in France, the Subsidiary has implemented the following measures:



Flexible working conditions		Corporate support in the different stages of motherhood and fatherhood	
Christmas presents		Extracurricular cultural and sports coverage subscriptions for children	
Funding for childcare services		Good health coverage for maternity and children	
Additional days off (sick child days)		100% paternity leave coverage	
Gifts for newborns		24/7 on-demand chat with doctors	



5.5 Occupational health and safety

The health and safety of employees is also a crucial aspect to consider in any work environment.

The attention paid to these issues demonstrates the Subsidiaries' commitment to creating a positive work environment. If, on the one hand, it is extremely valued by stakeholders such as customers, investors and potential new employees, it is also a driver of the feeling of belonging among current employees.

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WORK-RELATED INJURIES		2023		2022		
		MAN	WOMEN	MAN	WOMEN	
	Number of accidents at work with medical leave	Portugal	72	18	66	5
		Israel	1	2	3	3
		Dominican Republic	10	11	7	8
		TOTAL	83	31	76	18
	Injury rate	Portugal	2.12	0.93	1.96	0.26
		Israel	601.68	1,986.10 ⁴⁷	0.22	0.22
		Dominican Republic	0.83	1.03	0.78	0.83
		TOTAL	1,81	1,03	-	-
	Lost Days ⁴⁸ due to accidents at work, with medical leave	Portugal	2,592	497	1,847	209
		Israel	60	32	20	167
		Dominican Republic	138	77	75	134
		TOTAL	2,790	606	1,942	420

All Altice Portugal facilities, activities, and services are subject to a regular process of hazard identification and risk assessment, within the **scope of certification by the ISO 45001 standard.**

This analysis results in reports, which include the definition of **mitigation and control measures of risks**, the implementation of which is duly monitored.

The Subsidiary has a Committee for Safety and Health at Work that meets monthly and is made up of worker representatives and MEO representatives.

It also has a Workers' Committee, made up of its representatives, which meets monthly with **representatives of the Company's Management.**

⁴⁷ The increase in the injury rate is essentially due to the reduction in the number of hours worked due to the armed conflict taking place in the region.

⁴⁸ Calendar days, from the day following the occurrence of the accident at work.



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Through **Altice Healthcare (ACS)**, the Subsidiary offers its employees a complete portfolio of services, provided by a highly qualified team made up of occupational doctors, nurses and other health technicians. In addition to these, the team also ensures coordination with competent entities in occupational health.

Altice Dominicana is focused on the active prevention of occupational health, safety and well-being risks, ensuring full compliance with all national regulations.

The Subsidiary is certified by **Occupational Health and Safety** standard 522-06, in 41 locations and owned stores across the country. This certification is based on 20 elements that establish protocols and procedures to ensure effective prevention of occupational risks, accidents and injuries.

In **compliance with its program requirements**, 43 Health and Safety Committees were formed, which meet monthly to monitor issues related to health and safety at work. Some of their responsibilities are:

Altice Portugal promotes the training of its employees in aspects related to health, safety and well-being. **In 2023 the following stand out:**

- > Workplace Safety
- > Postgraduate Occupational Nursing
- > Basic Life Support and AED
- > Evacuation Teams
- > Security Plan | First Intervention Teams
- > Ergonomics and Manual Load Handling
- > Security Plan | First aid
- > Ergonomics and Manual Load Handling



Promote the safety and health of workers in their workplaces.



Participate in planning and collaborate across the organization to implement **health and safety programs**.



Motivate workers about the importance of safety and health at work.



Supervise working conditions, accidents and worker assistance programs.



Promote health and **safety training workshops**.



Inform the employer of all existing dangerous situations.

Altice Dominicana understands, therefore, that the prevention of occupational diseases is only achievable through the implementation of improvements in the workplace, the detection and management of work-related health problems at an early stage and participation in health protection campaigns. In this context, it provides all employees with access to medical care offices for regular health monitoring or to monitor emergency situations.



In 2024, the Subsidiary intends to carry out training on Occupational Health and Safety. At Altice Dominicana, the main types of occupational illnesses recorded are related to ergonomic issues, which mainly affect the back (low back pain), neck (torticollis), and upper extremities. Identifying the poor posture adopted during the execution of work tasks as the main associated risk, breaks were established during the day, which allowed employees to physically recover, reduce work rhythms, and provide greater control over them. **At HOT, all new employees undergo in-person training taught by the Subsidiary's security supervisor** as part of a new employee orientation day that occurs every month. The Subsidiary's employees who work in the field receive specific guidance, according to the specific risks of their work (e.g., handling tools, lifting heavy machinery, handling night sieves, etc.).

Furthermore, every year, all employees receive an e-learning module on the topic of workplace safety. **Teads tries to promote wellness and provide mental health support across the board to mitigate any risks of work-related ill health.** The Subsidiary linked health and safety issues with the local legislation. In France it is mandatory by law to have a health and safety committee and a document to evaluate the risks, which is not the case in other countries where the Subsidiary operates. In France and Spain, the Subsidiary also provides a medical check-up.



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6. Proximity to the community



6.1 Community communications access
6.2 Community involvement



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6. Proximity to the community

Community proximity stands as one of the key factors in the business strategy of the Subsidiaries. In this context, the relationship **extends beyond telecommunications services**, aiming to forge bonds of trust and responsibility with the communities in their respective geographic areas.

This proactive and engaged approach with all stakeholders allows each Subsidiary to foster loyalty among its people, comprehend their **needs and expectations**, anticipate challenges, contribute to local economic and social development, **and advance** the sustainability of the regions where their activities are located.



6.1 Community Communications Access

Facilitating access to community communications is not solely central to the Subsidiaries' business but also serves to reinforce their commitment to providing affordable, inclusive, high-quality, and comprehensive connectivity to their communities. **This process involves the implementation of** infrastructure, technologies, and services, promoting social cohesion and reducing inequalities, empowering individuals, and supporting access **to education and employment, fostering the economic and social** development of communities and regions. **The Subsidiaries offer a variety of services to their clients 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

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2023

2022



MOBILE INFRASTRUCTURES (COVERED POPULATION)

		2023	2022
4G	Portugal	99.9%	99.9%
	Israel	99.9%	99.9%
	Dominican Republic	98%	98%
4G+	Portugal	⁴⁹	⁴⁹
	Israel	93%	90%
	Portugal	96%	90%
5G	Israel	66%	57%
	Dominican Republic	21%	7%



2023

2022

FIXED INFRASTRUCTURES

		2023	2022
Fibre (FTTB/FTTH) – total homes passed (includes shared fibre)	Portugal	6,351,185	6,207,000
	Israel	2,267,000	2,253,000
	Dominican Republic	1,084,273	924,000

⁴⁹ 4G+ indicator has been discontinued and replaced by 5G



1. 2023 CONTEXT

In 2023, MEO, a subsidiary of Altice Portugal, continued to be the leading brand in Portugal, reinforcing its prominent position in the telecommunications sector, and receiving the following awards:

2. SUSTAINABILITY STRATEGY


3. ETHICAL BUSINESS

4. ENVIRONMENTAL PERFORMANCE

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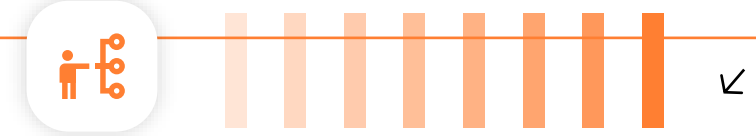
7. PARTNERSHIPS

Marketeer Awards 2023	Superbrands 
<p>MEO was the winner in the Telecommunications category at the Marketeer Awards 2023, a choice made by the Portuguese public</p>	<p>MEO was recognized with the Superbrands seal, an initiative that honors brands of reference for Portuguese consumer</p>

Altice Dominicana, **in 2023**, invested heavily in 5G - **261% more than in 2022** - which was reflected in an increase in coverage of approximately **14 Percentage Points**.

Operational within the parameters of its license, HOT upholds a commitment to universally deploy cable services.

As outlined in the Ministry of Communications' (MOC) **decision of 2019**, HOT extends its services to areas lacking cable infrastructure using technologically neutral wireless means. This approach underscores HOT's dedication to ensuring connectivity in diverse regions.



In 2023, Altice's Dominicana major investments were directed towards **enhancing its network infrastructure**. These investments focused on establishing new sites and implementing **5G technology** for advanced mobile access. Furthermore, Altice Dominicana expanded its service capabilities by investing **in fibre to the home (FTTH)** on the fixed side of the network, alongside the rollout of backbone fibre and Dense Wavelength **Division Multiplexing (DWDM)** technologies to ensure the necessary capacity in new regions. Additionally, **Altice Dominicana continues to provide satellite connections** for cable services, further diversifying **and expanding its range of connectivity solutions**.

6.2 Community Involvement

Social intervention

It is with pride, a sense of responsibility, solidarity, and mission that, in 2023, the Subsidiaries once **again invested in engaging with their communities**. Aware of the potential positive impacts associated with their sectors, **the Subsidiaries sought to expand their social responsibility projects**, actively contributing to the transformation of their geographies and communities, **building bridges of equality, and promoting sustainable development within the communities**.



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2023

2022

Social intervention

Number of beneficiary entities

Portugal	1,721	234
Israel	13	10
Dominican Republic	4	12
TOTAL	1,742	256

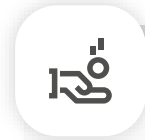
Number of individual beneficiaries

Portugal	689,138	475,431
Israel	500 ⁵⁰	9,130
Dominican Republic	2,594	2,850
TOTAL	692,432	487,411



In 2023, Altice Portugal continued the **Includes Programme**. This is the most comprehensive programme for **communication support and accessibility through technology for citizens with disabilities** in Portugal.

Includes Program



Services

Partial subsidy of monthly fees for all types of MEO services, **for people with disabilities** or vulnerable situations.



Solutions

Partial subsidy of market-leading products **that allow digital accessibility** and augmentative communication **via computer**, mobile phone, tablet, and landline.



Initiatives

Technologies and initiatives **developed by Altice Portugal Foundation** and **freely available to all who need them.**

⁵⁰ This figure represents an estimate of the individual beneficiaries, and the actual number may be higher in practice.



The Altice Portugal Foundation



Forms partnership agreements with pertinent organizations to execute its primary projects and initiatives. **A notable instance** is the collaboration with the Directorate-General of Education **to advance projects in the educational domain, including Teleaula and Accessibility Solutions.** Additionally, the foundation engages in partnerships with teacher training centres **to enhance educators' understanding of projects tailored for schools,** exemplified by the collaboration with the Khan Academy. The University of Aveiro is also a collaborator, **contributing to the development of the "CAMPUS by Fundação Altice"** infrastructure. **Furthermore, the Altice Portugal Foundation extends its collaboration** to organizations such as the Portuguese Federation of Cerebral Palsy Associations, among others.

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A. Tele Aula

TeleAula is a specialized system tailored for students facing challenges attending in-person classes due to severe illness or a permanent or temporary disability. Altice Labs developed this solution in response to a request from the Altice Portugal Foundation. **Integrated into the "Campus by Altice Portugal Foundation" platform,** TeleAula facilitates the connection of multiple students to a virtual classroom. It offers features such as class recording for later viewing, remote camera control, and document sharing. Introduced by the Altice Portugal Foundation in 2005, **TeleAula stands as a distinctive system in Portugal.** It has been instrumental in enabling students with disabilities to actively participate in their academic pursuits, offering a unique and inclusive learning.

B. MagicContact

This is an Android application conceived by the **Altice Portugal Foundation** and developed by third parties based on the **Altice Portugal Foundation's specifications. It provides accessibility, via Android smartphones and tablets, for individuals with fine motor limitations or no mobility in their upper limbs.** It is a comprehensive augmentative communication tool with user-friendly and customizable menus. The Magic Contact is available for free on the Google Play Store.

C. Face-to-face service for the deaf

Video call to a Portuguese Sign Language interpreter using a mobile phone that allows **a deaf person to communicate with the representative** who hears the interpreter's voice **through the earpiece.**

D. Partnerships

Through the "Programa Incluir", the Altice Portugal Foundation has active partnerships with organizations such as the Portuguese Cerebral Palsy Associations (25 delegations), **CRTIC** (center for prescribing accessibility technologies for schools), **and RBE** (School Libraries Network). The "Programa Incluir" is available **at MEO Stores or through direct contact with the Altice Portugal Foundation.**



The Collaborative Community of Altice Dominicana

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Seeks to manage labor relations

based on its principles and values, **which include transparency** and closeness. Interactions with external communities **are guided by four key axes:**



01

Keep Positive and consistent communication

02

Think about the people of these communities, and their styles of communication to adapt Altice Dominicana commercial / institutional messages

03

Establishing a strategic relationship with city councils, mayors, and unions of society in general, meeting regularly and addressing their concerns and requirements with a high level of priority

04

Focusing social and sustainable initiatives on communities where Altice Dominicana has a presence or those that require special interventions



The Altice Dominican Foundation is engaged in numerous projects and programs centered on philanthropy and social intervention:

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Perfecto Labs

Perfecto Labs involves the installation of fibre optic infrastructure to deliver internet services within the Perfecto Labs technology center. This initiative aims to enhance the learning experience for hundreds of students in vulnerable communities in the province of Monte Plata. The students undergo training in various areas, including programming, robotics, English, and mathematics.



City Hall of the National District of Santo Domingo

To enhance employment opportunities for economically disadvantaged youth in Villas Agrícolas, Santo Domingo, Altice Dominicana has facilitated fibre internet service at the training center. This initiative is a collaborative outcome of an agreement signed among the Mayor's Office of the National District (ADN), the Altice Dominicana Foundation, and the Cincinnatus Institute of Craftsmanship INC. The goal is to provide these young individuals with training in technological skills.



Archdiocesan Caritas of Santiago

Under a collaboration agreement inked between the Altice Dominicana Foundation and Cáritas Arquidiocesana de Santiago, high-capacity internet has been extended to the Nuestra Señora de la Luz vocational school. This professional technical education center is situated in Cienfuegos, Santiago. The initiative underscores the Altice Dominicana Foundation's dedication to the technological advancement of the country and champions initiatives aimed at bridging the digital divide and fostering technological inclusion for individuals facing extreme vulnerability.



Jompéame

In solidarity with the most vulnerable communities and promising causes in the country, Altice Dominicana maintains its partnership with Jompéame, a local online fundraising platform. Through this collaboration, Altice Dominicana encourages its clients to contribute their "Fidepuntos" (loyalty points) to one of the causes supported by Jompéame via its App (My Altice), incurring no additional cost to the client. During 2023, 44 cases were attended to.



Builda digitalroomat Colegio Semi Oficial la Hora de Dios

In June of 2023, the Altice Dominicana Foundation facilitated the establishment of "the computer room" by donating computers and internet services to a school center in Santo Domingo Oeste. This initiative ensures that over 1,500 students at the "La Hora De Dios Semi-official School" benefit from technological education in well-equipped spaces. The donation includes computer equipment, high-speed internet, and other supplies valued at more than one million pesos. This contribution to the educational center, situated in the Buenos Aires sector of Herrera, reflects the foundation's ongoing efforts to mitigate the digital divide in the Dominican Republic.



Donation to relief teams after explosion in San Cristóbal province

Altice Dominicana, via its foundation, distributed 500 units of food rations and hydrating drinks to relief organizations to aid and support in the recovery efforts following a disaster where over 28 people lost their lives. As part of its humanitarian actions, Altice Dominicana also supplied internet services to the "ground zero" during the recovery period. This donation was coordinated by 18 employees who actively participate in its volunteer program.



Inauguration of Renovated "Las Mercedes Community Center"

The "Las Mercedes Technical Training Center" has been reopened following physical restoration and the provision of equipment. This initiative made possible by the Altice Dominicana Foundation and Phoenix Tower International, through their Wings Foundation, in collaboration with Nature Power Foundation, aims to empower 467 families in the Buena Vista sector, an impoverished community located in the South of the country. The project, with an investment exceeding RD\$ 4 million, focuses on providing technological and educational resources for the training of children and adolescents. The purpose is to create spaces for stimulating and playful learning, offering technical courses in electricity, computing, and joinery for young people. This effort is carried out in coordination with the National Professional Technical Training Institute (INFOTEP).

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As part of its community program, HOT joined various organizations dedicated to at-risk youth and/or organizing activities to promote these issues. Additionally, this year, HOT has planned a range of options for social and community action, including:



Activities for its employees within the organization.



Collaborative activities for employees to participate with **their children**, fostering commitment to the cause and the **organization through volunteering and shared experiences.**



Donations to associations and organizations in need.

In 2023, the community program of the year at HOT is centred on nurturing and supporting the "future generation" (children and youth) while promoting values of tolerance, empathy, helping others, and embracing diversity.

The objectives of HOT's community efforts revolve around caring for the younger generation (children and youth) in Israeli society, aligning with the company's commitment to transmitting innovation and fostering a young and vibrant atmosphere that integrates social care and environmental awareness.

However, due to the war in Israel during the year, the focus shifted towards helping and supporting the families of the victims and the security teams.



The Teads platform actively backs various responsible advertising initiatives, encompassing both global and local efforts. **Globally, Teads is involved in initiatives such as the Coalition for Better Ads and the Global Alliance for Responsible Media. On a local level, Teads participates in initiatives like Digital Ad Trust, among others.** Additionally, Teads consistently runs advertising campaigns to support non-profit organizations, including Solidarité Sida (AIDS) and Breast Cancer, as well as contributing to national causes like the fight against homophobia.

Volunteering



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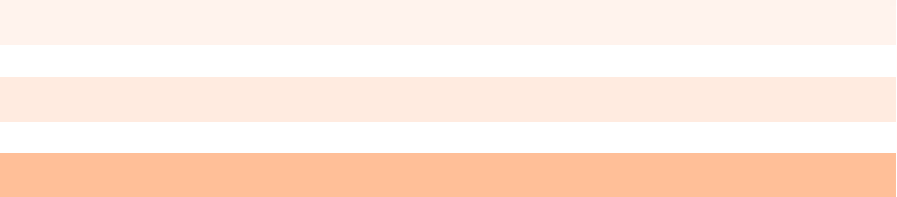
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In the pursuit of social betterment, the Subsidiaries not only engage in developing impactful projects with community partners but also instil within their workforce a profound **spirit of solidarity and a culture of compassion**. Empowered by the dynamism of volunteerism, vibrant collection campaigns, and the generous donation of goods, they extend direct support to those navigating moments of vulnerability, embodying a commitment to uplifting lives and fostering a positive impact on the world around them.



Volunteering hours	Portugal	8,132	445
	Israel	691	1,960
	Dominican Republic	33	32
	Teads	112	-
	TOTAL	8,968	2,437
Volunteers number	Portugal	1,000	116
	Israel	680	440
	Dominican Republic	74	43
	Teads	20	-
	TOTAL	1,774	649



Altice Portugal

grants its employees six days annually for volunteer work, ensuring no reduction in remuneration or other associated benefits.

Embarking on the journey of corporate volunteering, **Altice Dominicana forms a profound connection with the community**, laying the foundation for enduring and harmonious relationships with its residents. **This endeavour nurtures a collective of dedicated collaborators**, driven by a genuine calling to serve. **Through innovative social programs**, they channel their **knowledge and skills** towards impactful initiatives that promote social good, fostering a shared commitment to making a positive difference.



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During 2023, Altice Dominicana's volunteers collaborated in the following initiatives:



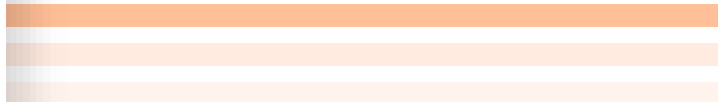
Tree of Hope: sale of flowers to benefit the Nido para Ángeles Foundation, which cares for children with cerebral palsy



Reconstruction of the Las Mercedes Community Center: during an 8-hour day, twenty volunteers contributed to the adaptation of this center by painting murals, cleaning and removing debris



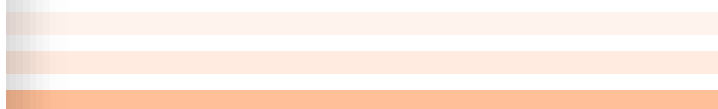
Navivelada Altice 2023: logistical support for the celebration of a children's Christmas party aimed at the 130 boys and girls of the La Hora de Dios Semioficial School and through the delivery of gifts donated by its employees



Additionally, for the second consecutive year, Altice Dominicana celebrated the **International Volunteer Day with a talk** given by a human rights expert, addressed to all employees, with the theme "Volunteering as an agent of social and individual transformation."

Teads employees are **eligible for one paid day off per holiday year to volunteer during work hours.** They can volunteer in each local community and organizations of their choice such as: **Food Banks, Animal Shelters, School, Nursing Homes, Blood Donation and Community Wellness Clinics** and organizations that provide clean up and litter removal.

HOT develops various social projects and volunteer actions:



Donations and volunteering

01 Donation of an Xbox unit to the "Yedidei Geha association", which provides mental health services

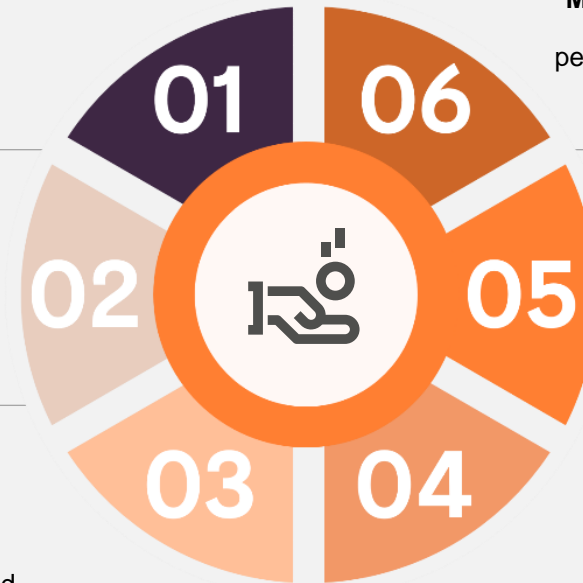
06 Donation to "Gdolim Be Madim" association, which helps to integrate young people with disabilities in the Israeli Defense Forces ("IDF");

02 Donation of first class bags to low-income families

05 Day of good deeds

03 Donation to the "kidnapped and abducted headquarters" - purchasing support and identification bracelets

04 Sweets delivery to children in Geha Hospital





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7. Partnerships

Actively contributing to SDG 17 - Partnerships for the Goals (see 3. Sustainability strategy), the Subsidiaries establish partnerships with various organizations to contribute to local and global sustainable development. These partnerships enable the amplification of initiatives implemented by the Subsidiaries, exchange of knowledge and experiences, enhanced outcomes, identification of risks and opportunities, understanding the needs and expectations of stakeholders, and, among other benefits, positioning themselves in their respective geographies as entities actively contributing to the global path of sustainability.

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Organization	Organization description	Organization	Organization description
	→ UNGC - 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		→ ICT C - ICT Coalition for Children Online works for the development of products and services that address the challenge of child safety in the online world.
	→ RSO - Organizational Social Responsibility Network, created under the EQUAL Community Initiative Program.		→ ITU - International Telecommunications Union is the specialized agency of the United Nations for Information and Communication Technologies
	→ GRACE - 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.		→ UNI - 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.
	→ APPDI - 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.		→ BCSD - Business Council for Sustainable Development Portugal is the reference entity of corporate sustainability in Portugal.



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Organization	Organization description	Organization	Organization description
	<p>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.</p>		<p>ETSI - European Telecommunication Standardization Institute is the European Telecommunications Standards Institute, providing members with an open inclusive and collaborative environment.</p>
	<p>iGen-Forum Organizations for Equality incorporates in its management strategies the principles of equality and nondiscrimination between women and men in the labour market.</p>		<p>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.</p>
	<p>Safe Internet Consortium in Portugal, established under the European Commission's program, Safer Internet.</p>		<p>COTEC Portugal - Business Association for Innovation is the main Portuguese business association for the promotion of business innovation and technological cooperation</p>
	<p>FTTH Council Europe, an industry association with a mission to advance ubiquitous full fibre-based connectivity to the whole of Europe.</p>		<p>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.</p>
	<p>ETNO – European Telecom Network Association is the association of the main European telecommunications network operators.</p>		<p>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</p>



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Organization	Organization description	Organization	Organization description
	→ European Cybercrime Center 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. APRITEL – 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.
	→ GSMA is an association that represents the interests of mobile operators worldwide.		→ FAQtos 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.
	→ Broadband Forum is the communications industry's leading organization focused on accelerating broadband innovation, standards, and ecosystem development.		→ Portuguese Foundation Center , 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.
	→ Wi-Fi Alliance is the worldwide network of companies that brings Wi-Fi. environment that benefits the industry.		→ MEF - 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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Organization	Organization description	Organization	Organization description
	<p>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.</p>	 ASSOCIAÇÃO PORTUGUESA PARA A QUALIDADE	<p>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.</p>
	<p>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.</p>	 REDE DE INOVAÇÃO EM AVEIRO	<p>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.</p>
	<p>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.</p>	 PÓLO DE COMPETITIVIDADE DAS TECNOLOGIAS DE INFORMAÇÃO, COMUNICAÇÃO E ELETRÓNICA	<p>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.</p>
	<p>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.</p>	 CENTRO DE INCUBAÇÃO TECNOLÓGICA DE VISEU VISSATIUM XXI	<p>V21 – Viseu Technological Incubation Center aims to create and permanently promote a network of partnerships involving different actors (Universities and other R&D Institutions, companies, BA and venture capital networks, mentors, etc.), becoming a hub for centralizing resources that can be quickly accessed by entrepreneurs.</p>



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Organization	Organization description	Organization	Organization description
	<p>The University of New Hampshire Interoperability Laboratory (UNH-IOL) tests networking and data communications products. The lab, which promotes multi-vendor interoperability while preparing students for careers in industry, has continually grown into one of the industry's leading independent testing grounds for new technologies.</p>		<p>ASIEIX - Foreign Investment Association represents Foreign Investment companies in the Dominican Republic. Ensuring a favourable business climate for investment.</p>
	<p>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.</p>		<p>CCI FRANCO - Dominican-French Chamber of Commerce promotes and maintains Franco-Dominican relations, which allows better representation of its associates before the entities of the two countries.</p>
	<p>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 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.</p>		<p>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.</p>
	<p>AMCHAMDR - American Chamber of Commerce of the Dominican Republic represents its members in the interest of creating a favorable business climate for trade and sustainable investments between the Dominican Republic and the United States of America. At the same time, promote access to business opportunities that allow the development and growth of its members.</p>		<p>BRITCHAMDR - British Dominican Chamber of Commerce serves its members and related, promoting facilities and increasing relations between Dominican Republic and the UK.</p>



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Organization description

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 is an organization of the employer sector specialized in the debate and discussion of all aspects related to the employment relationship, such as wages, productivity, social security, health, and safety at work, among others.



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.

Organization



Organization description

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



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.



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.



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Organization



Organization description

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.

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.

Organization



Organization description

ASECENSA - 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.

Fundación SOLCA is a non-profit organization belonging to the Order of the Pious Schools (Piarist Fathers) with the mission of promoting Calasanctian 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 Craftmanship was born as an initiative of Intellisys D Corp. to formalize the training that it has always offered to its employees and, at the same time, make it available to anyone interested in the areas of software development and management of technological projects. The Institute is developed as a space where students learn to learn and build their own experiences.



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Organization



Organization description

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.

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.



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).



Cáritas Arquidiocesana de Santiago is a charitable, apolitical, and non-profit foundation of the Catholic Church, that supports areas of education, health, housing, work, and comprehensive human formation.



Federation of the Israeli Chambers of Commerce, 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.



GARM is the Global Alliance for Responsible Media, a cross-industry initiative established by the World Federation of Advertisers to address the challenge of harmful content on digital media platforms and its monetization via advertising. It involves certification through independent audit validation for Brand Safety under the JICWEBS/DTSG Good Practices Principles.



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Organization



Organization description

IAB Europe 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.

Organization



Organization description

She Runs It 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 & career skills.



Digital Advertising Alliance of Canada ("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.



European Digital Advertising Alliance ("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.



ZIRA (Internet Copyright) Ltd, 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.