

Altice International S.à r.l.



NON-FINANCIAL PERFORMANCE STATEMENT 2021

Index

1	2021 CONTEXT	3
2	SUSTAINABILITY STRATEGY	3
2.1	CODES, CHARTERS, AND PRINCIPLES	6
2.2	HUMAN RIGHTS	6
3	ENVIRONMENTAL PERFORMANCE	7
3.1	MATERIALS	10
3.2	ENERGY.....	13
3.3	WATER	15
3.4	BIODIVERSITY	16
3.5	EMISSIONS.....	17
3.6	WASTE.....	20
4	SOCIAL PERFORMANCE	21
4.1	WORKFORCE	21
4.2	EMPLOYMENT AND LABOUR MANAGEMENT RELATIONS	22
4.3	OCCUPATIONAL HEALTH AND SAFETY	26
4.4	TRAINING AND SKILLS DEVELOPMENT	28
4.5	DIVERSITY, INCLUSION, AND NON-DISCRIMINATION	30
4.6	CUSTOMER HEALTH AND SAFETY	35
4.7	DIGITAL SECURITY AND CUSTOMER PRIVACY	35
5	PROXIMITY TO THE COMMUNITY	38
5.1	COMMUNITY COMMUNICATIONS ACCESS.....	38
5.2	COMMUNITY INVOLVEMENT	41
6	PROCUREMENT AND SUPPLIERS	45
6.1	SUPPLY CHAIN	45
6.2	PROCUREMENT PRACTICES	45
6.3	SUPPLIER ASSESSMENT	47
7	PARTNERSHIPS	48

1 2021 Context

2021 was an extraordinary year, marked by monumental events with global repercussions including extreme weather events and the ongoing effects of the pandemic. The world is more connected than ever, and the subsidiaries of Altice International S.à r.l. (the “Subsidiaries”) consolidated their role in that connection by strengthening their range of 5G services in each market in which they operate, on a variety of plans, from 'no frills' offers with no commitment or handset, to premium mobile telephony offers with varying voice and data limits, if any, at attractive prices.

It was also the year of possible return to normality. Excluding manual telework activities that could not be carried out during a pandemic such as installations at clients' homes or on the street, COVID-19 showed that a lot of commercial work could in fact be completed remotely: everything related to software development and applications. The pandemic has revolutionized, possibly forever, the way companies think about productivity and presence in the workplace and consequently the role of technology in work tasks - the digital transition has been accelerated.

Also, as the world emerged from the pandemic, intolerable social inequities were exposed - in health, education, and communication access, for example. They were fully exposed by lockdown and made the responsibilities of human action on climate change more evident than ever.

The United Nations Climate Change Conference, COP26, was held in Glasgow, in which world leaders met for the first time since the Paris Agreement to discuss climate concerns and potential mitigation positions and actions as well as adaptation to them. There is still a lot of work to do. Despite a new commitment, the objective of limiting global warming to less than two degrees has not yet been achieved.

Innovation is now unequivocally understood as being a central part of any plan to get to zero emissions by 2050. The private sector is playing a central and necessary role alongside governments and non-profits in these matters and the telecommunications sector and Altice International S.à r.l. are no exception.

In this sense and considering it increasingly essential to integrate sustainability issues into their daily activities, the Subsidiaries monitor their environmental and social impacts and report them in this report.

2 Sustainability strategy

The Subsidiaries' pillars support the CSR strategy that is embedded in the corporate strategy. The Subsidiaries' goal is to become the best telecom providers in the territories in which they operate, by providing superior customer experience, being good companies to work for, achieving operational excellence, and being socially and environmentally responsible. Therefore, their corporate strategy includes actions to achieve goals and to be socially responsible.

In 2020 and 2021, the COVID-19 crisis also showed the vital role of digital infrastructure for social welfare (health and education) and for the functioning of the economy by providing citizens with business connectivity services to support the continuity of economic and social activities, by supporting public administrations and health care systems, by assisting local communities, and by safeguarding employees, despite the challenging circumstances.

Sustainability is present in everything - in the Subsidiaries' activities and in their mission. By incorporating the principles of the UN Global Compact into strategies, policies, and procedures, the Subsidiaries reinforce the basic responsibilities to people and the planet, and also set the stage for long-term success, stimulating

innovation, investment, and performance, not forgetting the environmental impact and the promotion of stable relations with their stakeholders.

Altice Portugal subscribed to the Charter of Principles for Companies for Sustainability, which is a document that brings together Portuguese companies around common commitments to sustainable development for Portugal, to be applied in its own company and to be disseminated in the value chain. The Charter is made up of 20 objectives, 20 goals, and 20 indicators, common to all companies. By subscribing to the Charter, companies undertake to carry out the 2030 Journey, which is the instrument that aligns and demonstrates the contribution of companies to the United Nations Sustainable Development Goals (SDGs) with the EU and Portugal strategy.

In Dominican Republic, a Sustainability Committee was formed in 2020, constituted by the most relevant areas of the company, whose contributions will facilitate the development of sustainability policies and initiatives in order to reduce the impact of operations on the environment and to prepare effective programmes that will contribute to the environmental and social development of the country. In Portugal, Human Rights, Sustainability, and Inclusion Office has existed since 2020.

To sum up, the strategic priorities for the Subsidiaries’ sustainability strategy are the following:

- To promote an internal culture of sustainability;
- To promote qualities of life and health;
- To support communities in challenging digital and social exclusion, and in combating asymmetries;
- To develop awareness-raising actions against human rights violations, violence, and discrimination;
- To reduce the environmental impact of the Subsidiaries’ activities and their carbon footprint;
- To support initiatives for the protection of ecosystems and the planet;
- To evaluate existing practices with scientific metrics and the establishment of priority goals;
- To be sustainable in financial and commercial strategies;
- To contribute to the dissemination of the United Nations 2030 Agenda; and
- To promote technology innovation in an economical and environmentally efficient manner.

Pillars	Sustainability Impact	Sustainability Strategy	SDG	2021 Results/KPI's
<p>Quality of Service and Investment</p> <ul style="list-style-type: none"> ✓ Deployment of the network: 5G, 4G and Fibre ✓ Work on infrastructure resilience ✓ Increase the level of the connectivity penetration, thought innovating services 	<ul style="list-style-type: none"> ✓ Climate change ✓ Network access ✓ Connect people 	<ul style="list-style-type: none"> ✓ Reduction and optimization of energy consumption ✓ Deployment of telecom networks and digital content distribution platforms ✓ Territories and population cover ✓ Innovation, green solutions and accessible products and services 	 	<p>3.2 Energy</p> <p>5.1 Community communications access</p>

Pillars	Sustainability Impact	Sustainability Strategy	SDG	2021 Results/KPI's
Social Responsibility <ul style="list-style-type: none"> ✓ Have a responsible purchasing policy ✓ Guarantee customer privacy and digital security ✓ Promote digital inclusion ✓ Promote inclusive education and employment ✓ Decrease the digital gap to fight poverty through social initiatives and affordable prices 	<ul style="list-style-type: none"> ✓ Corruption and ethical behaviour ✓ Respect for Human Rights ✓ Avoid exposure of children and vulnerable people to inappropriate content ✓ Diversity and equal access to education and employment ✓ Social Equality 	<ul style="list-style-type: none"> ✓ Supply chain management ✓ UN principles and SDG persecution and dissemination ✓ Customer privacy and information security ✓ Protection of vulnerable people ✓ Digital inclusion programmes 	  	<ul style="list-style-type: none"> 6. Procurement and suppliers 2.2 Human Rights 4.7 Digital security and customer privacy 5.1 Community communications access
Innovation <ul style="list-style-type: none"> ✓ Develop sustainable technology and infrastructure ✓ Innovate in products and services offer ✓ Use innovating solutions to a greener world 	<ul style="list-style-type: none"> ✓ Social and geographic accessibility to technology ✓ Climate change 	<ul style="list-style-type: none"> ✓ Entrepreneurship programmes ✓ Innovation centres and partnerships ✓ Technology to faster and safer communication, at affordable prices for everyone 	  	<ul style="list-style-type: none"> 5.1 Community communications access 3. Environmental performance
Environment <ul style="list-style-type: none"> ✓ Use of raw materials ✓ Promote energy efficiency ✓ Reduce carbon emissions ✓ Implement waste management procedures 	<ul style="list-style-type: none"> ✓ Climate change ✓ Depleting natural resources 	<ul style="list-style-type: none"> ✓ More efficient equipment ✓ Awareness and training ✓ Renewable and green energy contracts ✓ Consumption monitoring ✓ Reuse and recycling 	  	<ul style="list-style-type: none"> 3. Environmental performance
Proximity <ul style="list-style-type: none"> ✓ Attract and retain talent ✓ Promote employee equality and non-discrimination ✓ Develop safe and security work environments ✓ Promote conciliation between work, family, and personal life ✓ Promote inclusive employment 	<ul style="list-style-type: none"> ✓ Quality of life at work ✓ Health and safety at work ✓ Respect for Human Rights 	<ul style="list-style-type: none"> ✓ Talent and training management ✓ Promotion of social dialogue and collective bargaining ✓ Health and Safety at Work ✓ Culture of feedback 	   	<ul style="list-style-type: none"> 4.2 Employment and labour management relations 4.3 Occupational health and safety 4.4 Training and skills development 4.5 Diversity, inclusion and non-discrimination

Dialogue with stakeholders is part of the Subsidiaries' day-to-day operations and strategy. It is built through interactions with stakeholders through various channels that aim to promote privileged dialogue and involvement with each interested party. The close relationship that Altice Portugal has built as example, through several channels, has made it possible to anticipate solutions, mitigate possible negative impacts, generate ideas, identify weaknesses, and define improvement plans that integrate the interests of all parties. Some of the more impactful stakeholders are clients, employees, suppliers, regulatory entities, unions,

workers’ committees, media, competitors, Governmental and Non-Governmental Organisations (NGOs), and health and public safety entities.

2.1 Codes, charters, and principles

The Subsidiaries actively apply and promote the Environment, Social, and Government (ESG) principles recommended by national and international organisations, related to business ethics, anti-corruption, respect, and environmental preservation, human and labour rights, and social inclusion, and they are also in compliance with the current legislation. The Subsidiaries have their own codes and policies, that are adequate to their reality, which are identified throughout the report. Those with more significant impact can be consulted in the following table and at the relevant corporate websites.

Guides and Codes of Conduct	Policies	Subscribed Charters and Principles
<ul style="list-style-type: none"> – Code of Ethics (PT, ISR, DR) – Employee Manual (DR) – Employee Handbook (Teads USA) – Code of Good Conduct for Prevention and Combating Harassment at Work (PT) – Sexual Harassment Procedure (ISR) – Suppliers Social Responsibility Code (PT) – Ethic code for sales (DR) 	<ul style="list-style-type: none"> – Information security Policy (PT, DR) – Recruitment Policy (DR) – Integrated Management Policy (PT) – Brand Safety Policy (Teads) – Privacy Policy (Teads) 	<ul style="list-style-type: none"> – 10 Principles of United Nations Global Compact (PT) – Business Ambition for 1.5°C (PT) – Act4nature Portugal (PT) – Rumo à COP26 (PT) – Microsoft Partner Alliance (PT) – National Target for Gender Equality (PT) – Diversity Charter (PT, Teads) – ETNO-UNI Europe Join Declaration on Gender Equality (PT) – BCSD Portugal Charter of Principles (PT) – ICT Principles for Children Online (PT)

The Subsidiaries have anonymous and confidential channels to report unethical practices, suggestions or complaints (ethics, human rights, environment, and fraud).

2.2 Human rights

One of the fundamental principles of the Subsidiaries is the respect for the dignity and rights of their employees, customers, partners, suppliers, and shareholders, which is stated in the Subsidiaries’ Codes of Conduct. The Subsidiaries are committed to the growth of an organisational culture supported by social and labour policies that promotes this principle and they are encouraged to have their own Code of Ethics, to avoid any form of violation of human rights.

Therefore, the Subsidiaries apply the principles of the Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, the International Labour Organisation Core Conventions on Labour and the 10 Principles of the United Nations Global Compact, integrating transparency, ethics, and social responsibility into their management systems and have developed several strengthening efforts to address human rights issues in all areas of their activities, as well in their suppliers and subcontractors.

The Subsidiaries develop training actions on topics related to human rights, aiming that all employees are sensitive to topics such as ethics, diversity, and equal opportunities. In Portugal, 62% of employees were trained in Human Rights topics, as Diversity and Inclusion, Inclusive Recruitment, One Step Ahead – Women's Leadership, INSEAD-Social Entrepreneurship Programme and IN&OUT Workshop about unconscious bias. In

HOT, in 2021, all employees had training in both the Ethics Code and Sexual Harassment and all the employees need to sign the Ethics Code once a year. In 2022, Altice Dominicana is planning to implement a programme to train all employees in human rights, starting with management positions and by the 4th trimester, the whole company.

The Subsidiaries also engage in awareness campaigns and promotion of support networks for women in vulnerable situations, such as domestic violence. For instance, Altice Dominicana provides a psychological support service for employees who identify signs of violence within their family and HOT has someone responsible in charge of all matters relating to sexual harassment, for full guidance and support.

3 Environmental performance

The environment is constantly changing. Extreme temperatures, forest fires, storms, long periods of drought, and floods are now frequent phenomena that have severely affected an increasing number of people. This global environmental crisis requires multilevel action, and one from which companies cannot rid themselves of responsibility; not only because of the impacts of their value chains, but most of all because of their potential for investment, knowledge, and innovation.

Although companies in telecoms are not excluded from this responsibility, there are no signs that the growth in data traffic is associated with an exponential increase in energy consumption and carbon emissions in the last decade. As mobile and fixed networks are designed to be as energy efficient as possible, it can be concluded that the expansion of the digital economy and the use of data are not directly related to energy use and carbon emissions. This finding is particularly relevant in a context in which increasingly efficient networks such as 5G are being implemented, with the capacity to support up to 100 times more data traffic than 4G.

The Subsidiaries recognize the importance of environmental issues and promote a responsible attitude, by making efforts to reduce their impacts on the environment. The Subsidiaries are working on their existing commitments and practices and will do their part to help governments and societies to achieve the United Nations Sustainable Development Goals. It is taking a proactive approach that values natural resources, helps drive circularity and innovation, and focuses on positive contributions to biodiversity and habitats.

The Subsidiaries have increased their efforts to combat greenhouse gas emissions and Altice Portugal is already aiming to be Net Zero Businesses by 2050 or earlier, in line with society and with our customers.

Aware of the challenges of sustainable development and the impact of their activities on the environment, the Subsidiaries identify the main consequences and risks associated with their activities and carry out an analysis of the main activities that may affect the environment.

The main environmental impacts are identified below, as well as the mitigation actions already implemented:

Description	Environmental impact	Mitigation actions
Electric energy consumption	<ul style="list-style-type: none"> • Decreased availability of natural resources • Air pollution due to CO₂ emission in production with increased greenhouse effect • Nuclear risks 	<ul style="list-style-type: none"> • Training and awareness-raising actions • Free cooling in fixed network stations • Concentrating fixed and mobile equipment in the same room • Energy efficiency / energy production using renewable sources • Obsolete equipment removal project • Modernization and optimization of the operation of air conditioning systems • Installation of LED lighting (DRD) • Environmental management (ISO 14 001) • Energy management (ISO 50 001)
Consumption and marketing of Electrical and Electronic Equipment	<ul style="list-style-type: none"> • Indirect depletion of renewable and non-renewable resources • Hazardous waste 	<ul style="list-style-type: none"> • Repackaging through equipment recovery in reverse logistics and after-sales • Recovery and reuse of customers' equipment • Training and awareness-raising actions • Responsible purchasing policy • Environmental management (ISO 14 001)
Greenhouse gas emissions	<ul style="list-style-type: none"> • Air contamination by burning CO₂-emitting fuels (air pollution) • Global warming contribution due to CO₂ emissions, acidification, and deterioration of local air quality 	<ul style="list-style-type: none"> • Training and awareness-raising actions • Transport policy • Environmental management (ISO 14 001)
Fuel consumption - diesel and petrol	<ul style="list-style-type: none"> • Indirect depletion of renewable and non-renewable resources • Global warming • Air pollution 	<ul style="list-style-type: none"> • Training and awareness-raising actions • Transport policy • Environmental management (ISO 14 001)
Ambient noise production	<ul style="list-style-type: none"> • Discomfort in the surrounding community 	<ul style="list-style-type: none"> • Perform measurements of ambient noise and analyse noise reduction actions • Environmental management (ISO 14 001)
Paper and cardboard consumption	<ul style="list-style-type: none"> • Indirect depletion of renewable and non-renewable resources • Deforestation • Global warming 	<ul style="list-style-type: none"> • Dematerialisation • Training and awareness-raising actions • Packaging reduction and eco-design • Preferred choice of recycled paper or paper from sustainably managed forests • Environmental management (ISO 14001)

Altice Portugal has adopted many measures to reduce its environmental impact in line with its certified Environmental Management System (ISO 14001), which adds value for the environment, the company itself, and stakeholders. These measures are reflected in its Sustainability Programme.

However, it does not restrict its performance and awareness to its internal limits, but extends the promotion of the adoption of environmentally conscious and responsible practices to the community in general. The year 2021 was no exception. Actions like “The Unwanted Shapes”, “MEOS Programme” and “Green Flag” continued and others were implemented:

- Sustainable micro library - in Loures, an old telephone booth became a space for the democratization of access to Education and Culture in which new relevant environmental and technological features

were included. In its new capacity, the cabin contains in addition to books electric charging stations and free Wi-Fi for all visitors, facilitated by a solar panel.

- Manifesto “Rumo à COP26” – the signing, together with 82 other Portuguese companies, of the BCSD Portugal manifesto which reaffirms the relevance of COP26 and underlines the main expected results through 11 points that reflect the different aspects to be considered with the aim of increasing the global and collective response, in line with the objective of limiting the warming of the planet Earth at 1.5°C.
- Cycle to work scheme - employees who are physically working in Altice Portugal's buildings are encouraged to adopt more sustainable means of transport when commuting to work, and now benefit from reserved places for bicycles and scooters, but also for skateboards, skates and hoverboards, in several locations.

The SAPO portal continued to provide a lot of content on sustainable development and environment protection in the “Planet” tab, raising awareness in its millions of users to the adoption of a more sustainable and environmentally friendly lifestyle.

In terms of the sustainability of the Teads, the company approaches this challenge via an iterative process based around three important steps:

1. **Measuring** impact and how it is distributed along the value chain to identify where it should focus its efforts. The Teads advertising service relies on several providers (Cloud providers, SaaS providers), our publisher partners, but also on network infrastructure outside our platform and ultimately end-user devices that will display our advertising campaigns.
2. **Prioritising the reduction** of the largest emission sources. Teads is working with its providers to use best-in-class architectures and solutions to optimize the impact of our cloud platform and advertising delivery.
3. **Contributing** to neutrality by developing initiatives that will help increase carbon sinks and work with its supply chain to decrease its overall impact.

As a tech company, its environmental footprint goes beyond GHG emissions and Teads is also considering its other environmental impacts such as water usage, material extraction, biodiversity, etc. That is why it is engaged in measuring and reducing the environmental impact of its digital advertising platform. This initiative, methods through which it can be achieved, and the challenges that Teads is facing as an industry, are documented through several xsharing interfaces.

The Subsidiaries are working towards a circular economy, with the aim of reducing waste and exploring opportunities in its operations and supply chains. The circular economy is based on the concept that products are designed to last longer and be reused, reused, or recycled.

The Subsidiaries work to respect nature and protect ecosystems. To this end, the environmental impact of the activities is monitored, in order to meet targets and to improve environmental performance. It is the intention of the Subsidiaries to communicate their progress in a transparent manner.

The details regarding the environmental management and performance over 2021 in the areas of materials consumption, energy, water, biodiversity, greenhouse gas emissions, and waste are presented in the following sections.

3.1 Materials

The rationalization of material consumption is one of the goals pursued in order to achieve higher environmental sustainability. Another essential point is the use of renewable and clean materials and efficient technologies to reduce the risk of overexploitation of natural resources.

3.1.1 Materials used

The Subsidiaries continued to be committed on the reduction of paper consumption, taking advantage of the evolution of media communication to work towards greater digitalisation and dematerialization of many processes in the stores, in client service, at the offices, or in the internal processes.

In Portugal, the use of recycled paper has been replaced with FSC-certified paper for printing. The purchase of this paper brings direct benefits to forest areas, such as biodiversity preservation, protection of Indigenous Peoples' rights, and of workers' labour rights as well as protection of areas with significant environmental and cultural importance. During 2021, 98% of printing paper had FSC certification.

In terms of other materials, Altice Portugal has an ongoing project concerning the removal of all plastics, screws, and plastic bushings in the FGWs and ONTs. This project enabled the removal of 1,551.71kg of plastics and 908,32kg of iron. It also carried out a campaign called "Less plastic, more planet" in which it delivered a glass bottle to all new Altice Labs employees in order to avoid the use of plastic drinking cups. In order to reduce the consumption of paper & plastics, HOT is examining the possibility of using reusable cups.

HOT reduced the printing permissions for unauthorized employees only and made more extensive use of digital invoices and Teads implemented measures relative to paper consumption, such as changing printers' settings, programming them to print on both sides of the paper, as well as dematerialisation of documents.

In the field of circular economy, Altice Portugal has a reverse logistics process for any equipment that suffers a breakdown. The equipment is recovered and re-enters the consumption chain. By returning it to the logistics chain Altice Portugal is controlling both economics and waste.

HOT adopts a reuse approach whenever possible of all electrical equipment for its refurbishing process. The rest of the company sends it to official recycling plants.

Materials consumption is constantly monitored in order to identify areas for improvement and to evaluate the success of reuse and recycling programmes, as detailed in the following tables.

- Total materials used associated process materials (i.e., materials that are needed for the manufacturing process but are not part of the final product).

Materials used - associated process materials (t)		2021	2020
Paper/Paperboard	Portugal	317	700
	Israel	27	15
	Dominican Republic	24	16
	Teads	N/A	0.18
TOTAL		368	731.18

- Total materials used semi-manufactured goods or parts (including all forms of materials and components other than raw materials that are part of the final product).

Materials used - semi-manufactured goods or parts (t)		2021	2020
Batteries (distribution network)	Portugal	12	14
	Israel	14	10
	Dominican Republic	210	210
	Teads	N/A	N/A
TOTAL		236	234
Electrical and electronic equipment (distribution network)	Portugal	492	483
	Israel	321	324
	Dominican Republic	393	359
	Teads	N/A	N/A
TOTAL		1,206	1,166

- Total materials for packaging purposes

Materials for packaging purposes (t)		2021	2020
Paper/Paperboard	Portugal	273	286
	Israel	256	239
	Dominican Republic	84	110
	Teads	N/A	N/A
TOTAL		613	635
Plastics	Portugal	9	21
	Israel	26	24
	Dominican Republic	9	8
	Teads	N/A	N/A
TOTAL		44	53
Wood	Portugal	60	59
	Israel	44	30
	Dominican Republic	27	37
	Teads	N/A	N/A
TOTAL		131	126

3.1.2 Reclaimed products and their packaging materials

Reinforcing the commitment to a transition for a circular economy, the Subsidiaries promote the customers' equipment reuse in line with their environmental strategy to combat the scarcity of natural resources, raw materials and energy consumed. The Subsidiaries are aware that there are still several opportunities for

improvement to be addressed, about the packaging of their products and equipment sold, which would reduce the consumption of materials and the impact on the entire life cycle of the products.

Therefore, the Subsidiaries are supported by specialized subcontractors in the repackaging field to ensure the quality of the delivered products, with the aim of responding as effectively as possible to the concerns of their customers and behaving responsibly in their company's management. Additionally, there is a focus on customer awareness of the importance of reusing their packaging and promoting the recycling of raw materials in a virtuous logic of preserving the earth's resources.

To this end, Altice Portugal carried out an analysis of the life cycle activities - design (packaging components), production (assembly), distribution (transport), and end of life (disposal) - of home networking products placed on the market, and then evaluated possible improvements that could be implemented in terms of the ecological design of the packaging of the products set top boxes, fibre gateway and "landline" telephones. Suppliers of these types of products were also involved in this process and were made aware of the importance of reducing plastic and paper components, with a view to reducing their carbon footprint and implementing improvements whenever logistically possible.

HOT also started a new approach in 2021 to reduce the impacts of its product packaging, by using one generic Box for all refurbished equipment supplied. This reduced the overall manufacture by 10%. The company also has a contractual agreement with non-profit company T.M.I.R. Manufacturer/Importer Recycling Corporation in Israel Ltd. ("Tamir"), which is a company established to allow the manufacturer/importer of packaged products and service packaging to maintain all their obligations under the Packaging Handling Law, 2011 ("Packaging Law"). The Ministry of Environmental Protection declared Tamir a "recognised body" in 2011.

The Subsidiaries are also aware of the impact of the mobile phone industry on the environment. The constant replacement of smartphones with new ones has a significant impact on the environment. Consequently, reuse of equipment is encouraged and customers are offered quality reconditioned equipment.

Material reuse analysis process



The reuse of equipment avoids the consumption of materials, saves costs, reduces the production of waste, and contributes to the reduction of the Subsidiaries' environmental footprint.

In 2009, Altice Portugal started to invest in the process of evaluating, recovering, and reusing equipment returned by customers within the scope of television offers. In 2021, 446,311 pieces of electrical and electronic equipment were reconditioned and reused instead of being replaced.

In 2021, Altice Portugal carried out a commercial refurbishment of 2,129 TVs, through the acquisition of new boxes to replace those damaged in products (TV).

3.2 Energy

In the context of constantly increasing technological usages and advances, the integration of the energy system will make way for a more efficient and interconnected energy sector driven by the dual objective of a cleaner planet and a stronger economy. The energy transition and ultimately the decarbonisation of the energy system is a major challenge that will require fundamental changes in the way we manage and consume our energy.

3.2.1 Energy consumption

The origin of consumed energy is decided on by the companies that provide it and it is important to ensure that it is as green as possible. Renewable energy is the collective name for energy that is produced using the earth's natural resources which are naturally replenished, like sunlight, wind, water resources (rivers, tides, and waves), heat from the earth's surface, or biomass. The process, by which these renewable resources are converted into energy, emits no net greenhouse gases, which is why renewable energy is also referred to as 'clean energy'.

The energy consumption of the Subsidiaries mainly relates to the network's technical sites, being the optimization of energy consumption of these infrastructures a priority. To achieve the energy consumption reduction goals, there is a focus on increasing energy efficiency and monitoring the associated environmental impact as described below. The Subsidiaries believe that choosing an organisation that provides green energy is the best option for taking the first step towards achieving the goal of climate-neutrality.

Total energy consumption (GJ)		2021	2020
Electricity consumption	Portugal	1,021,485	1,082,793
	Israel	147,899	275,759
	Dominican Republic	271,337	273,648
	Teads	1,529	1,804
TOTAL		1,442,250	1,634,004
Fuel consumption (petrol)	Portugal	482	633
	Israel	51,682	44,482
	Dominican Republic	0	0
	Teads	0	700
TOTAL		52,164	45,815
Fuel consumption (diesel)	Portugal	118,660	129,241
	Israel	4,264	5,134
	Dominican Republic	197,389	242,028
	Teads	129	59
TOTAL		320,442	376,462
Natural gas consumption	Portugal	1,116	1,216
	Israel	0	0
	Dominican Republic	-	-
	Teads	78	47
TOTAL		1,194	1,263

Total energy consumption (GJ)		2021	2020
Steam consumption	Portugal	-	-
	Israel	-	-
	Dominican Republic	-	-
	Teads	478	453
TOTAL		478	453

3.2.2 Reduction of energy consumption

The issue of sustainability involves a lot of energy consumption reduction. Across the Subsidiaries, in 2021, efficiency measures were implemented in processes, structures, and equipment, which resulted in a consumption reduction with an impact on emission reduction.

Altice Portugal sets aggressive goals every year to reduce energy consumption, namely through the implementation of energy efficiency measures in buildings, but not only that. In recent years, it has been reducing, in absolute terms, the networks' total energy consumption. There are several ongoing projects, including one called Projeto D'ALICATE. This project guarantees the disconnection of energy from old equipment and the removal of waste for forwarding or the reuse of old technologies.

Altice Portugal has another project underway called "*Projeto Inês*", which aims to modernize the Mobile Network equipment. The Inês Project provides for the full replacement of the entire existing active radio equipment park with Huawei branded equipment. In parallel with this equipment replacement project, the associated infrastructure is also undergoing extensive modernization works. The Altice Portugal Mobile Network sites will be equipped with excellent infrastructure and new equipment that will be more robust, more efficient, and suitable for 5G technology. In May 2020, the remodelling of infrastructure began, and the implementation of the Inês Project began, with the Vila Real cluster. Since then, more than 630 sites have seen their support infrastructure replaced or remodelled and new radio equipment installed.

Currently, Altice Portugal mobile stations do not need air conditioning; they have much more efficient power systems, with higher yields than they had in the past. Solar panels are being installed for self-feeding and the intention is to buy 100% clean energy. In the case of Altice Portugal's Data Centres, there is a plan to install solar panels, to use more and more clean energy, and to ensure that the power systems are increasingly efficient. In 2021, Altice Portugal completed the process of installing photovoltaic panels on the Altice Labs Campus in Aveiro.

During 2021, HOT replaced chillers in two of its critical sites: HOT Yakum & HOT Haifa. This will save about 30% in electricity consumption. The company also placed a lot of emphasis on awareness about turning off the lights and reducing the use of air conditioning systems. As a result, electricity consumption was reduced by more than 840 000 kWh per year and more than 400 000 NIS were saved.

As its competitors, Teads must rely on computing resources across several continents to deliver its advertising campaigns. Essentially, this platform has an impact on the electricity consumed to run these computing resources and transfer data over the network to end-user devices, and an impact on manufacturing the infrastructure used to deliver our service.

Teads infrastructure is outsourced via Amazon Web Services (AWS) and the infrastructure team optimizes the server use based on revenues and inventory estimates. Other actions implemented were the use of machine learning to stop auction processes as soon as possible to avoid unnecessary traffic and processing which resulted

in lower costs and electricity consumption reduction, as well as analysing and detecting heavy ads to optimize them, resulting in a more significant reduction impact on the footprint of a campaign outside of Teads platform (network and when played by the user). New optimization techniques are deployed regularly to further improve the overall efficiency of our cloud platform such as using state-of-the-art data compression algorithms and automated data retention strategies, automatically detecting and shutting down idle resources, etc.

Other actions implemented by Teads in order to reduce the energy consumption are the installation of LED lighting in several offices (e.g.: Paris, Montpellier, NYC, LA...) and in the NYC office, the implementation of a new Building Management System. Teads also continues to encourage video conferencing and limited travelling.

Consumption reduction due implemented efficiency measures (GJ)		2021	2020
Energy Efficiency Measures / Renewable Energy Production	Portugal	1,056	1,879
	Israel	2,210	3,796
	Dominican Republic	2,248	2,248
	Teads	255	64
Led Light Installation	Dominican Republic	0.04	0.13
	Teads ⁽¹⁾	0	20
Removal of obsolete network equipment	Portugal	34,889	28,969
	Dominican Republic	-	3.84
TOTAL		40,658	36,979

⁽¹⁾ A new Building Management System (BMS) was installed and commissioned in Oct 2020 in the building where Teads New York office is located.

3.2.3 Renewable energy

From climate-damaging greenhouse gases to health-endangering particles, the use of fossil fuels has been identified as having a high negative impact on the environment. Energy from renewable sources, such as the sun and wind, is what has allowed us to continue to live modern life as we know it, with less impact.

However, The Subsidiaries do not have full power over the energy it consumes, being dependent on the renewable supply made available by its suppliers. In 2021, 1,056 GJ of renewable energy was consumed in Portugal. Unfortunately, in the last two months of the year, Altice Portugal was unable to maintain its energy supply with 100% renewable sources in some of its facilities. Dominican Republic consumed 2,248 GJ of energy produced from renewable sources.

3.3 Water

The impacts of climate change are not only felt on land. Bodies of water — lakes, rivers, oceans, and seas — are also affected. Climate change has been increasing the levels of water steam in the atmosphere, which alters the hydrological cycle as it is known. This situation leads to torrential rains and flooding in some areas of the globe, while others face severe drought conditions, especially during the summer months. The availability and quality of water is threatened, as is the supply of water resources, which has consequences not only for the human race, but for all life on Earth.

3.3.1 Water consumption

Although it is not the environmental factor which the Subsidiaries' activities most affects, either through their various buildings or through the consumption of water by their thousands of employees, they recognize the importance of preserving and saving this resource.

Many measures – as the installation of pressure reducers, mixer taps, and dual-flush toilets or the introduction of rainwater harvesting for watering trees and plants - have been implemented, for several years, to reduce water consumption at some sites.

In addition to these measures, when the purpose allows it, priority is given to the use of untreated water as it happens on the largest Data Centre in Portugal, the support building of which has a Leed Platinum certification and the data centre building of which has a Leed Gold certification - a mark of quality and achievement in green building. The infrastructure is surrounded by water mirrors that reflect its image and is also covered with aluminium sheets that, on the one hand, support the concept of maximum safety and, on the other hand, limit the spread of electromagnetic waves. The supply of this water mirror is provided through an untreated water grid, totally independent of the drinking water grid. In 2021, to this effect, 17,472 m³ of untreated water were utilised on various sites.

The Subsidiaries also monitor their water consumption as shown below:

Water consumption (m ³)		2021	2020
Water consumption	Portugal	154,280	179,314
	Israel	15,668	20,724
	Dominican Republic	125,218	163,733
	Teads	2,515	2,903
TOTAL		297,681	366,674

3.4 Biodiversity

Society relies on biodiversity: the goods and services it provides for human well-being and its provision of raw materials. All businesses, regardless of their size, location, or sector, depend upon and have a direct or indirect impact on biodiversity and the ecosystem through their operations, supply chains, or investment choices. The impacts of biodiversity loss and ecosystem degradation have broad and systemic implications that are connected to many of the most pressing challenges humanity faces today.

The EU's 2030 Biodiversity Strategy is a comprehensive, ambitious, and long-term plan to protect nature and reverse ecosystem degradation. The strategy aims to put Europe's biodiversity on the path to recovery by 2030 and contains specific actions and commitments for the benefit of people, the climate, and the planet.

Altice Portugal wants to continue to reinforce its commitment to Sustainability and, in particular, to the defense of Biodiversity, promoting everyone's awareness of the need to adopt more responsible behaviours. Altice Portugal also conducts an analysis every year on environmental aspects and respective impacts with assessment of their significance to mitigate them. In the context of the construction activities of its mobile network, Altice Portugal also seeks to align its processes with biodiversity conservation.

Altice Portugal joined act4nature Portugal, and consequently is committed to the implementation of the 10 act4nature Portugal common commitments through the following SMART Individual Commitments:

- Establish partnerships for the development of IoT (Internet of Things) or AI (Artificial Intelligence) solutions (in the study and conservation of biodiversity and ecosystem service).
- Support ideas on the development of technological solutions based on IoT (example: sensors) to make the monitoring of biodiversity and ecosystems more cost-effective.
- Support ideas and partnerships for the development of AI solutions for the automatic identification of species and/or habitats, for example for applications in Citizen Science projects.
- Review the assessment of environmental aspects and impacts considering the commitment to protect biodiversity, already included in the company's Integrated Management Policy.
- Ensuring that new renewable energy projects implemented are, at a minimum, No Net Loss in biodiversity.

Although the impact of the Telco sector on the loss of biodiversity is limited, the Subsidiaries have implemented projects to ensure the positive effect of their business activities on biodiversity. In terms of natural heritage, Altice Portugal is spread over several regions of Portugal, being present in several areas rich in Biodiversity. It is therefore important to assess the impacts of their activities on their biodiversity.

It is impossible to measure all aspects of biodiversity. However, the assessment of environmental aspects and impacts in light of the commitment to protect biodiversity is a fundamental component of the policy-making process and informs the definition of control measures to minimize the impacts caused.

The following initiatives have contributed to minimizing the loss of biodiversity: (i) policies to ensure that the construction of new sites doesn't have negative impacts on protected areas and species and (ii) site sharing policies with other operators to minimize landscape impact.

In Portugal, this year, 27 mobile network sites were installed. For the fixed network, there was a reduction of 16 EFHs compared to 2020 (3,060m²), so the accumulated area will be 5474 m².

3.5 Emissions

The urgency of reducing greenhouse gas emissions was one of the main needs identified in the COP-26. Not only the countries, but the society and the economic sectors will play a critical role on the transition to a sustainable low-carbon economy, which requires changes in investment behaviour.

With this proposal, Altice Portugal joined the international campaign "Business Ambition for 1.5°C", led by the Science Based Targets initiative (SBTi), in partnership with the United Nations Global Compact and the We Mean Business coalition. In this way, the company is committed to setting short term goals and to achieving net zero emissions by 2050, in line with the criteria and recommendations of the Science Based Targets initiative, with a view to limiting global warming to 1.5°C.

This commitment reflects a new step taken by the company towards the social and economic progress of Portugal, towards a more sustainable world. Altice Portugal intends to make its contribution to COP26 and demonstrate that the company is aligned with the objectives of the Paris Agreement. This commitment follows on from the work that Altice has already carried out and the good practices that the company follows.

Altice Portugal joined the first edition of the Climate Ambition Accelerator – the UN Global Compact programme that aims to support companies around the world in setting goals aligned with science towards zero net emissions. With this association, Altice Portugal joins the partner entities of SBTi (Science Based

Targets initiative) and the Race to Zero Campaign, a global campaign that aims to promote a healthy, resilient, and zero carbon recovery that avoids future threats, creates decent jobs, and promote inclusive and sustainable growth.

Altice Portugal also signed the manifesto “Rumo à COP26” promoted by BCSD Portugal – Business Council for Sustainable Development Portugal. According to the manifesto, we are at a decisive moment, and it is crucial to take advantage of the lessons learnt during the pandemic to accelerate the necessary transition and to avoid disastrous consequences for societies and economies. Being at a critical moment in fulfilling the Paris Agreement on climate, BCSD Portugal, Altice Portugal, and another group of companies highlight 11 points that reflect the different aspects to consider increasing the ambition of the global and collective response, aligned with the aim of limiting the warming of the Earth to 1.5°C, which forces the acceleration of the decarbonization process worldwide.

Teads is contributing to open-source initiatives like Cloud Carbon Footprint (US) to help raise awareness and help estimate the environmental impact of software platforms.

In 2021, Teads participated in the research programme NegaOctet, funded by the French Agency for Ecological Transition (ADEME) to perform a life cycle analysis of our advertising service. The company also participated as a pilot study to test the methodology developed by the research consortium. The results of this study will help a lot in confirming and identifying new key levers and best practices for eco-designing an advertising campaign and reducing its footprint.

Climate change caused by GHG emissions is one of the main risks to the sustainability of business. The Subsidiaries monitor their carbon footprint as described below.

3.5.1 Direct (Scope 1) GHG emissions

Scope 1 - CO ₂ Emissions (t)		2021	2020
Emissions due to petrol combustion	Portugal	35	46
	Israel	3,587	3,087
	Dominican Republic	-	-
	Teads	-	5
TOTAL		3,622	3,138
Emissions due to diesel combustion	Portugal	8,705	9,481
	Israel	302	364
	Dominican Republic	13,982	17,144
	Teads	11	3
TOTAL		23,000	26,992
Emissions due to natural gas combustion	Teads	5	3
TOTAL		5	3

3.5.2 Energy indirect (Scope 2) GHG emissions

Scope 2 - CO ₂ Emissions (t)		2021	2020
Emissions due to Electricity	Portugal	12,094	7,732
	Israel	5,287	5,366
	Dominican Republic	31,950	32,888
	Teads	85	140
TOTAL		49,416	40,760
Emissions due to other energies (steam)	Portugal	-	-
	Israel	-	-
	Dominican Republic	-	-
	Teads	12	11
TOTAL		12	11
Emissions due to other energies (natural gas)	Portugal	63	68
	Israel	-	-
	Dominican Republic	-	-
	Teads	-	-
TOTAL		63	68

3.5.3 Other indirect (Scope 3) GHG emissions

Indirect GHG emissions (Scope 3) are a consequence of the Subsidiaries' activities but occur from sources not owned or controlled by them.

The table below identifies the emissions from the transportation of employees for business related activities in vehicles owned or operated by third parties, such as aircraft, trains, and passenger cars.

Scope 3 - CO ₂ Emissions (t)		2021	2020
Business travel	Portugal	208	650
	Israel	146	166
	Dominican Republic	49	50
	Teads	275	332
TOTAL		678	1,198

3.5.4 Reduction of GHG emissions

Energy consumption is directly and indirectly responsible for some of the main negative impacts on the environment, including the GHG emissions in the atmosphere. Actions that guarantee greater energy efficiency have an impact on the reduction of emissions and consequently contribute to the climate change combat.

To promote awareness of their employees' greenhouse gas emissions, the Subsidiaries carry out awareness campaigns around these issues.

In Portugal, spaces are reserved for bicycles, skateboards, skates and hoverboards in various buildings in

offices around the country. This measure has been in place in the company for several years and aims to contribute positively to the sustainability of our planet.

In 2021, employees were invited to leave their car at home and to travel alternatively and sustainably. Several people accepted this challenge launched on European Car-Free Day (September 22), which is celebrated with the aim of reflecting on road traffic within cities. Altice Portugal is associated with this initiative, proposing the adoption of less polluting means of transport in cities, so-called “soft transport” and also highlighting the importance of green mobility.

This year, the Portuguese subsidiary also joins the initiative proposed by the Portuguese Federation of Cycling Tourism and Bicycle Users (FPCUB), which encourages employees to travel by bicycle to the workplace. In addition to contributing to sustainable mobility, this is an action that calls for daily physical activity, countering the worsening sedentary lifestyle associated with confinement, the increased use of teleworking, and limited access to sport or other recreational activities.

The subsidiary is also promoting Eco-Driving e-learning, which makes employees aware of driving practices that safeguard lives and reduce accidents but also of their carbon footprint, promoting more sustainable and planet-friendly behaviour. It also falls within the scope of the Energy Consumption Rationalization Plan, which aims to reduce energy consumption per vehicle/kilometre (VK), to comply with the targets for the 2020-2022 period.

3.6 Waste

Many of the activities of the Subsidiaries require the incorporation of new or reused materials and/or equipment and, consequently, the withdrawal of reused materials and/or equipment from service. Consequently, the Subsidiaries must ensure that the generated waste is duly identified, registered, and checked for their final destination. Whenever materials and/or equipment are withdrawn from service, they are classified as either “Reuse” or “Waste”. Materials and/or equipment classified as “Waste” are delivered to municipal entities or licensed waste management operators and are subsequently sent to an appropriate destination.

3.6.1 Waste by type and disposal method

Taking into account the relevant policies, the Subsidiaries are implementing several projects in order to minimize the environmental impact of their activities and the waste associated with them.

The tables below show the production of hazardous waste and non-hazardous waste by the Subsidiaries.

Production of hazardous waste (t)		2021	2020
Waste Batteries	Portugal	128	89
	Israel	3	4
	Dominican Republic	50	85
	Teads	N/A	N/A
TOTAL		181	178

Production of hazardous waste (t)		2021	2020
WEEE	Portugal	589	517
	Israel	454	392
	Dominican Republic	0.03	0.03
	Teads	N/A	N/A
TOTAL		1,043.03	909.03

Production of non-hazardous waste (t)		2021	2020
Paper/paperboard waste	Portugal	95	111
	Israel	19	21
	Dominican Republic	3	2
	Teads	N/A	N/A
TOTAL		117	134
Plastic waste	Portugal	23	33
	Israel	84	76
	Dominican Republic	9	8
	Teads	N/A	N/A
TOTAL		116	117
Activity support infrastructure waste	Portugal	1,745	1,555
	Israel	-	-
	Dominican Republic	-	-
	Teads	N/A	N/A
TOTAL		1,745	1,555
Wood waste	Portugal	117	76
	Israel	22	17
	Dominican Republic	27	37
	Teads	N/A	N/A
TOTAL		166	130

4 Social performance

4.1 Workforce

The confidence and involvement of employees are fundamental factors for the Subsidiaries' human resources management, which is focused on creating stability for their employees. These have a fundamental role, contributing to the development of the Subsidiaries' culture, improving their efficiency and, therefore, making it a better place to work and a more attractive company for customers. The Subsidiaries develop several initiatives to protect their employees, with their health, safety, and well-being being a priority. Most employees remained teleworking or in a hybrid system during 2021, due to the pandemic condition. Technicians working abroad received specific instructions to avoid any risk during the execution of their activities.

The representation of the Subsidiaries' employees is described in the following table.

Workforce by gender and age (number of employees)		Men		Women	
		2021	2020	2021	2020
< 30 years old	Portugal	80	119	47	44
30 – 50 years old		2,450	2,748	1,766	1,767
> 50 years old		1,457	1,936	1,060	1,059
TOTAL		3,987	4,803	2,870	2,870
< 30 years old	Israel	64	87	72	102
30 – 50 years old		508	511	442	451
> 50 years old		161	148	99	77
TOTAL		733	746	613	630
< 30 years old	Dominican Republic	334	354	296	307
30 – 50 years old		665	629	565	562
> 50 years old		52	42	42	34
TOTAL		1,051	1,025	903	903
< 30 years old	Teads	154	125	157	118
30 – 50 years old		379	313	285	320
> 50 years old		37	31	26	29
TOTAL		570	469	468	467

4.2 Employment and labour management relations

The Subsidiaries promote quality social dialogue between the social partners and management. This commitment implies respect for the exercise of union rights as well as the prohibition of all forms of discrimination, beyond legal obligations. Because the Subsidiaries have constant attention to the quality of the social climate, periodic meetings are held: regular meetings between management, worker's representative bodies, and union organisations, with the aims of analysing and solving labour issues and contributing to social peace.

In 2021, in Altice Portugal, the topics covered at the meetings were the review of the collective bargaining agreement (CBA), COVID-19's contingency plan and contagion protection/containment measures, performance assessment and internal social responsibility initiatives, health plans, functional and geographic mobility, working conditions, and equality and non-discrimination. At the end of the year, the revised CBA was signed, which will establish, among other things, salary increases of 15 euros and a minimum wage of 760 euros for the lowest salaries from 1 January 2022.

All workers of MEO are also represented by the Committee for Safety and Health at Work and by the Workers' Committee, which is also responsible for matters of safety and health. The Committee for Safety and Health at Work is made up of representative's workers and representatives of MEO, SA, who meet monthly. The Workers Committee, made up of workers' representatives, meets monthly with the Administration and the Human Resources Department. Altice Portugal's Collective Bargaining Agreement has a chapter on Protection in Health and Safety and Health at Work, which establishes general principles on this matter and allows the creation of the health and safety at work commission.

At Altice Portugal, 98% of employees are covered by a collective labour agreement. At HOT, approximately 88% of employees are covered by collective bargaining agreements.

Altice Portugal has invested heavily in Internal Social Responsibility, seeking to contribute to the balance between the professional, family, and personal life of its employees. In 2021, continuing in the context of a pandemic, there was an effort to continue the initiatives that would potentially be carried out in order to involve and commit all employees, through the celebration of their special moments, with the offer of an anniversary Kit, a Baby Kit, or with the attribution of time off due to seniority. Under the Study Support Programme, 2,484 children were supported, which correspond to 1,537 employees. In the 2021-2022 school year, the Programme was enriched with a new initiative "Incentive to Higher Education" which aims to award scholarships worth 600 euros each to the children of employees with lower per capita income to reinforce support for university entrance. Employees encountering difficult and risky situations were also supported through social counselling, as well as specific and case-by-case financial support.

Aimed at employees' children, with the goal of supporting them in the decision-making phase of their course or profession, an Online Vocational Guidance Workshop was held. Several holiday camps and activities were also provided for employees' children, which, in addition to occupying their free time in a lively and didactic way, is also a way of stimulating the development of their digital skills.

In the context of the pandemic, with employees unable to attend an in-person Christmas party, each employee was offered a Christmas Basket, to be enjoyed while watching the Christmas party on their television at home.

Altice Dominicana has some outreach initiatives with its workers, namely through Employee Focus Groups (which reach 20% of the population each year), a coffee with the CEO, Departmental Kick Offs (twice a year involving all employees), as well as an open-door policy. It also has an employee survey every year to assess employee satisfaction, addressed to all staff. Regarding union representatives, several meetings were held, but always through a mediation appeal with the Ministry of Labour. The union was formed in 2016, even though it did not reach the minimum numbers.

Teads has no relationship with unions and no employee is unionized, and nor is there a negotiation agreement. However, the relationship between management and employee representatives is an important communication aspect for the company. In France, employees are represented by the CSE (*Comité Social et Économique*) and the CHSCT (*Committee d'Hygiène, de Sécurité et des Conditions de Travail*) and meetings are organised on a regular basis (monthly/quarterly). There is also a feedback culture and the regularity of the surveys is enforced with the deployment of a Culture AMP - The People & Culture Platform.

At Altice Portugal and Altice Dominicana, there are also anonymous and confidential channels for suggestions and complaints (ethics, human rights, environment, and fraud).

The Subsidiaries offer their employees a remuneration policy based on individual and collective performance and guaranteeing fair treatment. The purpose is to fairly compensate employees, to provide the necessary means to attract potential employees and to motivate and retain the best talent. The compensation system includes a fixed component that reflects the experience and responsibilities of the employee and a variable component that rewards individual contribution.

4.2.1 New employee hires and employee turnover

The Subsidiaries believe that they will only be prepared for the future if they rejuvenate their staff, in order to incorporate new skills and a new vision, adapted to the needs of the telecommunications, IT, and innovation market, which is constantly changing.

The following tables detail the size and composition of recruitment and turnover numbers by gender and age, by subsidiary.

Rate of Entries (%) – by gender and age ⁽¹⁾		Men		Women	
		2021	2020	2021	2020
< 30 years old	Portugal	30%	30%	33%	63%
30 – 50 years old		2%	3%	1%	1%
> 50 years old		1%	0%	1%	0%
TOTAL		2%	2%	1%	2%
< 30 years old	Israel	80%	57%	54%	49%
30 – 50 years old		11%	4%	9%	4%
> 50 years old		3%	0%	2%	0%
TOTAL		15%	10%	13%	11%
< 30 years old	Dominican Republic	37%	31%	41%	31%
30 – 50 years old		15%	11%	12%	8%
> 50 years old		10%	5%	7%	3%
TOTAL		22%	18%	21%	16%
< 30 years old	Teads	50%	22%	61%	23%
30 – 50 years old		27%	10%	31%	10%
> 50 years old		32%	6%	50%	19%
TOTAL		34%	13%	42%	15%

⁽¹⁾ Calculation formula: (Total Entries in the period under review)/(Total Employees at the end of the period under review)

Rate of Turnover (%) – by gender and age		Men		Women	
		2021	2020	2021	2020
< 30 years old	Portugal	25%	17%	20%	12%
30 – 50 years old		8%	3%	8%	3%
> 50 years old		48%	5%	77%	4%
TOTAL		23%	4%	29%	3%
< 30 years old	Israel	81%	51%	67%	44%
30 – 50 years old		11%	5%	11%	4%
> 50 years old		6%	1%	1%	0%
TOTAL		16%	10%	16%	10%
< 30 years old	Dominican Republic	27%	30%	27%	25%
30 – 50 years old		18%	16%	17%	14%
> 50 years old		8%	10%	5%	15%
TOTAL		20%	21%	20%	17%

Rate of Turnover (%) – by gender and age		Men		Women	
		2021	2020	2021	2020
< 30 years old	Teads	25%	34%	41%	39%
30 – 50 years old		16%	17%	15%	23%
> 50 years old		16%	19%	35%	43%
TOTAL		19%	22%	25%	30%

4.2.2 Protection of maternity and paternity

The protection of maternity and paternity and the right to family assistance are essential conditions for promoting a balanced relationship between professional and family life. Time sharing and monitoring the dimensions of paid and unpaid work promote the harmonization of time use by men and women, generate greater well-being, and increase individual and collective productivity. In addition to what is legally established, it is important to ensure that there is an organisational culture that incorporates values that do not impede the use of these rights and that the Subsidiaries' policies include several incentives, aimed at parents, as well as those who have family members to care for.

Reconciling professional and personal/family life is always a challenge. This challenge increased during the pandemic and during a state of emergency. Carrying out professional functions from home has become the new standard for thousands of Subsidiaries' employees, requiring adaptation, responsibility, rigour, and discipline.

At Altice Portugal, the initiatives implemented to reconcile professional, personal, and family life are part of the Collective Labour Agreement and the policy of assistance to the family (descendants) is more favourable than the regime established by law. All employees of Altice Portugal are entitled and encouraged to take their parental leave, and the Parenting Guide is available to all. It identifies the rights of mothers and fathers, aggregating all relevant information for employees to know and exercise their rights as parents and caregivers. Thus, the company has already implemented and maintained several initiatives, which include flexible working hours, teleworking (work@home), hot desks, and attendance of the children on their first day of school without penalizing assiduousness, among others. Aimed at Altice Portugal's fathers and mothers, and with a view to promoting family well-being, there are also protocols with nurseries and kindergartens, family assistance, postpartum days off, interpolated complementary parental leave, parental leave, and father's exclusive initial and extension of paid absence days to care for children (covering grandchildren and great-grandchildren).

The following table shows the number of workers who took parental leave in 2020 and 2021, as well as the rates of return and retention.

Rates of Return and Retention after parental leave		Men		Women	
		2021	2020	2021	2020
Number of employees entitled to parental leave	Portugal	154	176	63	75
	Israel	42	24	67	41
	Dominican Republic	47	21	100	71
	Teads	25	32	29	20
TOTAL		268	253	259	207

Rates of Return and Retention after parental leave		Men		Women	
		2021	2020	2021	2020
Number of employees who used parental leave	Portugal	154	176	63	75
	Israel	1	0	67	41
	Dominican Republic	47	21	100	71
	Teads	24	13	27	13
TOTAL		226	210	257	200
Return rate	Portugal	99%	100%	98%	100%
	Israel ⁽¹⁾	100%	0%	100%	83%
	Dominican Republic	98%	100%	99%	100%
	Teads	100%	100%	85%	77%
Retention Rate	Portugal	96%	98%	94%	99%
	Israel	0%	0%	44%	64%
	Dominican Republic	96%	95%	79%	90%
	Teads	92%	62%	56%	54%

⁽¹⁾ In Israel, in 2020 there were no male workers who went on paternity leave.

4.3 Occupational health and safety

The Subsidiaries have implemented monitoring and control systems in matters of occupational safety and health. Nevertheless, all employees are responsible for ensuring health and safety at work, through the identification of risks, assessment, and implementation of control procedures. Recurring audits are also performed on technical and administrative sites. To prepare for emergency response, prevent or mitigate adverse consequences for the safety and health of employees, emergency response simulation exercises are regularly carried out to recreate pressure situations as a real situation, testing the operational readiness and capacity of the different means involved in emergency control operations.

Hazard identification and risk assessment is an ongoing process, which requires review periodically or whenever necessary. In 2020, the emergence of a new risk for health and safety at work - exposure to the new COVID-19 which remains present in 2021 resulted in profound changes in the way activities are carried out, in working conditions, as well as in health and worker safety. In this context, it was essential to reassess the risks and adopt the necessary measures to prevent and protect employees against infection by COVID-19. The implementation of changes in the Subsidiaries and in working conditions were essential, aiming above all to reduce contact between people and goods or physical structures.

At Altice Portugal, health and safety issues are the subject of formal agreements with unions at international and national level, namely the Protocol of Understanding on the Promotion of Occupational Safety and Health, associated with the Code of Conduct on social responsibility between Portugal and the Union Network International Europe, as part of the “Good Work Good Health” project - a project in which Altice Portugal participates through the European Telecommunications Network Operators (ETNO) and which aims to identify new approaches in the field of health and well-being. These themes are also addressed in the Collective Bargaining Agreement. To have the implemented procedures and practices recognised, Altice Portugal’s occupational health and safety management system is certified in accordance with the ISO 45001:2019 standard.

Allice Dominicana is equally focused on the active prevention of occupational hazards and on preserving the health of employees. being in full compliance with all national standards and highlighting regulation 522-06 on Safety and Health at Work of the Ministry of Labour. Among the directives of this regulation is the certification of the company regarding the 20 elements of safety and health at work, with the recertification process having taken place in 2021 for the next 2 years. The application of the programme together with the guarantee of compliance with the health and safety policy aims to ensure the physical and mental integrity of employees. Within the same programme, the presence and functioning of mixed HSE committees is also established in each of the locations with the presence of employees acting as safety seer.

All risk prevention activities and legal requirements are required and supervised to ensure compliance by business partners and contractors, ensuring that all internal operations are maintained within national safety standards.

4.3.1 Work-related injuries

To ensure a safe and healthy work environment and with the objective of reducing the number and severity of accidents for all employees, some principles are defined and operationalized, such as the elimination or reduction of unsafe conditions in the activities performed, the performance of a systematic analysis of the causes of accidents, the reduction of the probability of emergency situations, and the limitation of their development, as well as the awareness and training of employees to adopt responsible and safe behaviour.

The table below details the impact of employee accidents by gender, in 2020 and 2021, in the Subsidiaries.

Accidents		Men		Women	
		2021	2020	2021	2020
Accidents at work with medical leave	Portugal	82	86	2	10
	Israel	2	1	9	3
	Dominican Republic	8	5	3	4
	Teads	0	0	0	1
Lost Days* due to accidents at work, with medical leave	Portugal	2,484	2,248	15	472
	Israel	23	30	523	40
	Dominican Republic	259	82	19	39
	Teads	0	0	0	45
Injury rate	Portugal	2.19	2.09	0.10	0.42
	Israel	0.15	0	0.68	0.22
	Dominican Republic	1.05	0.26	0.88	0.21
	Teads	0	0	0	0

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

4.3.2 Work-related ill health

Protecting the health of employees has always been and will continue to be a priority, and since the beginning, numerous efforts have been mobilised to combat the COVID-19 pandemic, with emphasis on the implementation of teleworking whenever possible, as well as the provision of the best protective equipment for each activity, always following the guidelines of the Health Organisations.

In the Subsidiaries, occupational diseases are subject to annual monitoring and special attention. Because of the nature of the Subsidiaries' activities, occupational diseases are rare and mainly pertain to musculoskeletal disorders of the upper limbs, like carpal tunnel syndrome, which relates to posture when using a computer.

As an alternative to face-to-face workshops, Altice Portugal continued to promote online awareness sessions to help reconcile work with family life and reduce stress, on the themes of "Impacts of the Pandemic on Mental and Behavioural Health", "Nutrition - Tips for healthy and fun eating", "Family Dynamics (children, young people, and seniors)", "How to take care of your heart: myths and truths" and "Sudden Death and Sport".

At Teads, in all countries where it is represented, occupational health is promoted by the allocation of a budget to each employee for sports, by the allocation of a budget to the Office Happiness Manager for the Company to promote regular happiness events, and by promoting free well-being sessions at the office like massages, yoga, and pet day.

4.4 Training and skills development

Developing and strengthening skills, working on leadership, and managing teams are three fundamental pillars of the Subsidiaries' talent management. The training and knowledge development programmes are linked to various assessments and processes, such as performance assessments, talent mapping, job weighting and skills profile. The objective of these programmes is to fill the gaps in current skills in order to enable employees to better perform their work, learn new skills, and also prepare them for roles with a higher level of responsibility from a career progression perspective.

In Portugal, some of the training projects with the greatest impact in 2021 were:

- **Leadership Talks.** Approach to various topics that aim to respond to some of the challenges associated with exercising leadership, monthly and aimed at management positions (496 employees).
- **Gamelearn.** Training with an innovative strategy based on gamified, immersive, experiential, and responsive learning aimed at management positions. In a remote or hybrid work context, this training aims to develop the leadership skills of managers through the combination of "serious games" by Gamelearn, in order to increase the effectiveness and performance of their employees and teams. Based on a virtual platform with 3 "serious games" with 1 game per month: PACIFIC - Team Leadership and Management, 2100 - Customer Service and Orientation and MERCHANTS -Negotiation and Conflict Resolution (541 employees).
- **SIRSCE e-learning.** Training on Security of Electronic Communications Networks and Services (SIRSCE) that conveys knowledge about what security is and how companies can/should take procedures to guarantee it. It is an immersive content, in which the trainee assumes the image of a chosen avatar and internalizes the knowledge, experiencing some of the "matrix" moments (7.126 employees).
- **(Un)awareness of Decisions.** A b-Learning training, fully developed by the training team, that combines behavioural area and new information technologies. Dynamically, it consists of two virtual live training sessions, an intermediate tutoring, and three e-learning modules, that pretends to work on the decision-making competence and enhance the autonomy and success of decisions in a personal and professional context (97 employees).
- **#TO BE.** It aims to promote the development of skills considered critical for improving the ability to manage stress, namely in terms of body awareness, management of thoughts and emotions, interpersonal relationships, and communication. This action, through methodologies based on the body-mind awareness mechanism, allows the increase of levels of well-being and general balance,

facilitating, at the same time, the development of more assertive and adaptive behavioural strategies (14 employees).

In the Dominican Republic, 1,591 employees had several training programmes that aim to fill the current skills gaps so that employees can better perform their functions and also prepare them for more responsible roles, namely:

- **Sales and Service Programme.** A mandatory sales and service certification programme for career advancement in customer service areas.
- **Commercial technical career.** A certification that aims to reinforce the technical skills of TSR representatives. This programme is dictated by internal facilitators, employees who are experts in the field.
- **B2B Technical Solutions Certification Programme.** Intends to fill the gaps in technical knowledge identified in the b2b sales force. It is a 60-hour programme that establishes 4 degrees of specialization. This programme is dictated by internal facilitators, employees who are experts in the field.
- **CCNA Programme.** Developed especially for network engineers, being delivered by internal facilitators, employees who are experts in the field.

Altice Dominicana maintained, in 2021 the virtual learning programmes to develop the new skills required in this new virtual work environment and as part of the recovery plan for COVID-19 also promoted Webinars for all employees on topics such as productivity, leadership, mental health and well-being, to help them to overcome the crisis.

All programmes are in the Altice Dominicana Academy Learning Management System, created in 2018, customized on the Web and in a mobile application, whose goal is to digitize the training processes. This tool has allowed the company to eliminate paper usage in terms of things such as support materials, tests, and satisfaction surveys.

In Israel, various training and development programmes are also held for its employees throughout the year. Some of these programmes were:

- **Online courses.** Focused on engineering and IT (150 employees).
- **Language courses.** Aimed at managers who receive English and French courses, as well as personal tutors (10 employees).
- **HOT ACADEMY+.** An in-house academy offering a variety of courses and practical and enriching lectures. It also makes available to all employees the opportunity to participate in a range of workshops aimed at developing their social skills. Some of these workshops include time management, positive psychology, FOMO, Photoshop, film, trading and others (900 employees).
- **Professional Conferences.** Participation in professional conferences in the areas of training, marketing, human resources, and information technology (20 employees).
- **Gamification.** One of the platforms used for learning and development (950 employees).
- **Leadership development.** HOT managers receive various leadership trainings. There are 2 leadership programmes available: Personal Skills Workshops and Workshops on Sales, Service, Management Skills and more (275 employees).
- **UNIT.** An exclusive employee development programme from a personal and professional perspective, with the aim of retaining and preparing them for their next roles in the organisation (20 employees).
- **Personal coaching (managers).** HOT managers can access private coaching with an in-house coach to discuss leadership issues, as well as obtain tools for more effective management (30 employees).

Teads launched its internal training platform in 2020. The platform provides 20,000 hours per year of training (more than 90% of employees have already been trained on this platform) and online courses on soft skills, new products, and processes are available for employees to access.

Due to the pandemic, numerous face-to-face training sessions were cancelled, and many courses became virtual. The Subsidiaries' average training hours, by gender, are represented in the following table.

Average training hours – by gender		2021	2020
Men	Portugal	27.7	31.1
	Israel	6.1	4.4
	Dominican Republic	8.8	16.7
	Teads	4.0	3.0
Women	Portugal	22.7	31.0
	Israel	7.5	4.7
	Dominican Republic	11.4	14.6
	Teads	5.0	4.0

Due to various reasons, in 2021, some of the Subsidiaries had lower average training hours, when compared to 2020:

- In Altice Portugal, the training plan was defined with some delay due to the Pessoa Program (voluntary termination program).
- In 2020 Altice Dominicana had two large training programs: Leaders Program, with 18 hours and approximately 200 participants, and Consultative Sales Program, with 10 hours and approximately 130 participants.

4.5 Diversity, inclusion, and non-discrimination

The Subsidiaries are committed to strengthening their organisational culture of social responsibility, incorporating in their policies and management models the principles of gender equality and diversity that promote non-discrimination in work and employment, the reconciliation of professional, personal, and family life, and protection in parenting. It should also be noted that the Subsidiaries have their own Code of Ethics, which guarantees, among others, justice, equal treatment, and non-discrimination based on race, gender, creed, and marital status within the company.

The Subsidiaries carry out several awareness-raising actions aimed at Diversity and Non-Discrimination. Directed to all employees, but also to the public, the Subsidiaries participate in awareness campaigns related to the respect and promotion of human rights, environmental, social, and cultural sustainability, as well as the protection of diversity and inclusion.

In Portugal, one of the main measures adopted by the company was to join several forums that promote debate, sharing, and implementation of initiatives that contribute to Gender Equality, such as the Portuguese Charter for Diversity, the National Forum for Diversity and Inclusion, its association with CITE - Commission for Equality in Work and Employment, and voluntary membership as a founding member of iGen - Forum of Organisations for Equality. Altice Portugal also decided to create its own Human Rights, Sustainability, and Inclusion Office to better monitor matters relating to human rights and environmental, social, and cultural sustainability, as well as the protection of diversity and inclusion.

The participation of Altice Portugal in projects such as "Engineers for 1 day" – a project that aims to make non-higher education students opt for engineering and technology, deconstructing the idea that these are male domains and promoting the idea in boys that all professional areas should be shared by both sexes, along with "DUFA (Digital Upskilling for All!)", a social dialogue project by ETNO and UNI Europa ICTS which aims to develop best practices related to digital requalification, inclusion, and diversity (gender and age, +50 years) in the European telecommunications sector are also examples of the company's commitment to this theme of equality.

The organisation's ongoing training and awareness, in particular of management positions has also been a commitment by Altice Portugal. In 2021, awareness-raising and training actions were carried out: Leadership Talks such as "The Giraffe and the Elephant", addressed to the managers, to raise awareness on topics such as unconscious bias, diversity, and inclusion, Workshop "IN&OUT – Unconscious Bias", addressed to the management team, with a view to reflection on, debate around, and identification of initiatives associated with the themes of unconscious bias and diversity and inclusion. The eLearning programme "Diversity and Inclusion" is to be made available in phases to all employees, as an action to raise the organisation's awareness of the issue of diversity and inclusion and to promote cultural change across the entire company.

In November, Altice Portugal adhered to the National Target for Gender Equality, joining the Global Compact Network Portugal in the Target Gender Equality programme, and committing to reach the National Target for Gender Equality of 40% of women in top management and first-line management positions by 2030.

In the Dominican Republic, the promotion of equality is implemented through several employee engagement initiatives, such as i) "Equalling DR", a gender equality programme launched in June 2021 in partnership with the Ministry of Women and the Development Programme United Nations (UNDP) of the Dominican Republic with the aim of solidifying the company's Commitment to Gender Equality ii) "Girls in Tech Agreement", launched in August 2021, which has the objective of promoting women's participation in Stem Careers, and iii) "ZOHO Recruit", a recruitment tool that allows the traceability of each stage of the process, producing management indicators that alert any deviation from the company's purpose, avoiding any discriminatory aspects (nationality, religion, race, gender, age, marital status, among others) and respecting the diversity and individuality of people who wish to develop their talent in the organisation.

HOT complies with the Equal Opportunities Act in its recruitment processes and offers opportunities to all minority groups and sectors, such as young people over 18 years of age, students, the elderly, and people with disabilities.

Teads has implemented some professional equality between men and women promotion projects, being the most relevant, the following:

- In some countries, such as France, the company commits every year to an "Equality Plan". It regroups recruitment, training, and promotional topics, thus allowing the company to measure equality between men and women via the treatment they receive. The company aims to promote diversity and the target of the 50-50% rate between men and women. In 2021 this ratio is 54-46% respectively for men and women.
- In the Innovation department, Teads continues to carry out specific actions like a Women-only Boot Camp and training sessions in order to promote recruitment of women in the tech sector.
- Creation of a global committee (composed equally of men and women) that gathers every month to talk about diversity issues.

Other projects are deployed in other offices and could be specific to the country (e.g.: anti-racism projects in North American offices) and all topics/projects can be shared by employees through a dedicated group (Diversity & Inclusion) in the workplace.

At Teads, 100% of the employees are informed of the company's rules about respect, diversity, and harassment. Teads is a member of the Global Alliance for Responsible Media for "creating a more sustainable and responsible digital environment that protects consumers, the media industry, and society", having been certified through independent audit validation for Brand Safety under the JICWEBS/DTSO Good Practices Principles. In 2020, Teads started putting measures in place so that all custom keyword block lists are reviewed before implementation, to check if they contain keywords that identify people based on Diversity and Inclusion categories of gender identity/sexual orientation, race/ethnicity, disability, or religion, and these remain in place in 2022.

The diversity in the Subsidiaries is reflected in the following tables:

Diversity in the company (%) – by gender⁽¹⁾		2021	2020
Men	Portugal	64%	63%
	Israel	54%	54%
	Dominican Republic	54%	53%
	Teads	55%	56%
Women	Portugal	36%	37%
	Israel	46%	46%
	Dominican Republic	46%	47%
	Teads	45%	44%

⁽¹⁾ Percentage of women and men in the company.

Management positions diversity (%) – by gender⁽¹⁾		2021	2020
Men	Portugal	69%	68%
	Israel	64%	65%
	Dominican Republic	51%	55%
	Teads	58%	62%
Women	Portugal	31%	32%
	Israel	36%	35%
	Dominican Republic	49%	45%
	Teads	42%	38%

⁽¹⁾ Percentage of men and women with management positions over total of management positions of the company.

Workers with progressions - by gender (%)		2021	2020
Men	Portugal	6%	4%
	Israel	2%	1%
	Dominican Republic	16% ⁽¹⁾	1%
	Teads	Not available	25%

Workers with progressions - by gender (%)		2021	2020
Women	Portugal	1%	2%
	Israel	3%	1%
	Dominican Republic	17% ⁽¹⁾	1%
	Teads	Not available	17%

⁽¹⁾ In Dominican Republic, due to the reactivation of 100% face-to-face operations after lifting the restrictive measures to mitigate the COVID-19 pandemic, there was an increase in progressions.

Gender pay gap ⁽¹⁾		2021	2020
Remuneration ratio of Men and Women in Top Management	Portugal	1.34	1.38
	Israel	0.51	0.44
	Dominican Republic	1.04	0.95
	Teads	Not available	-
Remuneration ratio of Men and Women in Management	Portugal	1.05	1.05
	Israel	1.21	1.10
	Dominican Republic	1.02	1.06
	Teads	Not available	-
Remuneration ratio of Men and Women in other employees	Portugal	1.04	1.04
	Israel	1.26	1.26
	Dominican Republic	1.16	1.19
	Teads	Not available	-

⁽¹⁾ Average Male base remuneration/Average Female base remuneration

Promoting the employment of young people

The Subsidiaries believe that to be able to respond to the challenges that lie ahead and meet the demands of their customers, they need to incorporate new skills in the company and have a vision adapted to the needs of a market that is constantly evolving and increasingly digital.

In Portugal, several initiatives to promote youth employment are implemented, namely:

- **DarWin programme.** A talent development attraction programme for young graduates (54 graduates in 2021).
- **Students@Altice.** A programme of curricular internships and professional internships aimed at providing a first professional experience to students from various educational institutions.
- **Altice summer experience.** An internship programme for employees' children.
- **Technical Academy.** A 12-month professional internship programme for young people in the 12th technical-professional year (level IV) or higher technical-professional courses (level V), in the areas of networks, energy and robotics, automation, programming, and information technology.
- **Altice Labs Summer Internships.** A summer internship programme at Altice Labs, for university students from technological courses and from several national and international universities. It can last from 1 to 3 months, and aims to provide an experience for young graduates in the development of projects in highly varied areas and departments.

HOT promotes the recruitment of young people of working age and also integrates students for various positions.

To attract young people, Altice Dominicana has several initiatives under the Altice Jobs Programme, such as:

- **Convention with universities.** A partnership that aims to provide young people with their first professional experience at the company.
- **Edu-challenge programme.** The first edition took place in 2021: two universities competed in creating the best proposal to improve processes or solve internal problems, with the winners being able to participate in a trainee programme at Altice Dominicana, for a period of 6 months.
- **Seek you Talent.** Participation in job fairs to recruit the best talents that shape the DNA "Diversity/ Inclusion, Excellence, Disruption, Innovation, Boldness of the company.

Teads 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.

Promoting the employment of people with disabilities

In Portugal is being developed the Inclusive Recruitment Programme which consist in an internship programme for people with disabilities (to be carried out in 2022). Actually, Altice Portugal promotes the professional integration of people with disabilities, considering the adaptation of working conditions to the specific needs of each employee. In 2021, Altice Portugal had 117 employees with special needs, representing 1.9% of the total workforce.

Also, aiming to sensitize the general public, MEO's Christmas campaign was based on the invitation to an inclusive supper, in which Benedita, Viviane, Pilar, Ester and Francisco were the protagonists of the five true and inspiring stories who, in some way, are now going to have their first Christmas. Together they bring, in the first person, social inclusion to the Portuguese table. The brand has joined forces with the Altice Foundation for a campaign that aims to promote social inclusion through five narratives, starring "real people", and which aims to raise awareness of issues such as the refugee crisis, the inclusion of people with disabilities, adoption, the transgender community, and the elderly.

Currently, Altice Dominicana is focused on increasing the number of employees with disabilities, developing an integration programme that started in 2019. In 2021, Altice Dominicana received a bronze award for promoting an inclusive culture and 4 silver awards for promote accessibility in the buildings Torre Altice, Herrera, Churchill, and Lope de Vega).

HOT employs employees with various types of disabilities. Furthermore, there are some individual members of the workforce characterised by particular medical problems, low socioeconomic status, or with personal requirements that demand special attention. In these cases, the human resources team communicates closely with the employee, and together they try to find a solution that suits their needs, always in cooperation with their managers.

In France, Teads maintains its partnership with the organisation Les Papillons de Jour in France in promoting employment for people with special needs.

4.6 Customer health and safety

Electromagnetic radiations and noise

At local level, the Subsidiaries monitor scientific developments and the positions of health authorities on radio frequencies as well as promoting information campaigns and maintaining a dialogue with the stakeholders.

Subsidiaries communicate to stakeholders the precautions recommended by health authorities to reduce their exposure to sound waves, including the use of headphones or the recommendation to make calls in areas with good reception. The Subsidiaries also inform their clients through their websites, providing comprehensive and up-to-date information on the topic. They also ensure that dedicated, complementary information is available in their distribution network to better answer customer questions.

In order to control its radio frequency emissions in Portugal, Altice draws up an annual monitoring programme for the electromagnetic radiation levels. In 2021, 186 sites were measured, which represents 18% more than the established forecast. At HOT, in 2021, there were no operations with real and potential significant negative impacts on local communities, and 100% of the sites were evaluated in terms of radio frequency control.

Altice Dominicana, from the perspective of protecting the Community, uses certified network equipment that complies with all corresponding regulations. Furthermore, in response to the request of the local regulator, a report was provided that demonstrates that all cells have radiation levels below 1 W / m² (at 10 meters away) where the maximum radiation is 9.4 W/m². Also, on an environmental level, all necessary requirements to ensure a good relationship with community are implemented, such as noise level and generator missions control. Also, mobile towers may not be installed within defined restricted areas (surrounding schools, at close proximity to the beach).

Regular exposure to high levels of noise can also have negative impacts on public health, causing varying discomfort depending on its nature and intensity. The Subsidiaries are aware that telecommunication stations make noise that can impact the quality of life of surrounding communities and encourage the monitoring of their emitted noise. Whenever there are levels of annoyance and complaints, from values higher than legally defined, the Subsidiaries prepare intervention plans to mitigate the impact of noise.

The Subsidiaries are aware that their telecommunications stations emit noise levels that can affect the quality of life of the surrounding communities and encourage the monitoring of their emitted noise, upholding an annual plan for monitoring environmental noise, considering the location of their telecommunications stations and their impact. In 2021, Altice Portugal carried out eight monitoring sessions.

4.7 Digital security and customer privacy

The COVID-19 pandemic and the social isolation it has forced across virtually the whole world have contributed to the significant increase in phishing attacks, particularly aimed at credential theft or malware installation, and the consequences can be very serious for any organisation. The Subsidiaries are obliged to ensure that technological progress brings more quality of life to everyone to facilitate the digital life of customers, ensuring protection, confidentiality, and security of their personal data, as well as respect for their privacy. To do this, it employs people specialised in combating phishing actions, spam, and all hacking activities aimed at corporate networks.

The Subsidiaries that need to comply with General Data Protection Regulation (GDPR) implemented the necessary applicable procedures about treatment of the holders rights, data processing activity records, impact assessments, personal data violation incidents, suppliers compliance and computer applications compliance, among others.

The responsibilities for digital security in the Subsidiaries include members of the board and designated Data Protection Officers, responsible for GDPR compliance, and designated Chief Information Security Officers, responsible for defining and implementing security policies.

Altice Portugal approved and made public a new Information Security Policy in August 2021, having also approved, in July 2021, the specific Policy for the Telco area, to comply with the requirements of ANACOM's SIRSCE Regulation, a regulator in Portugal. A phishing simulation programme was also carried out throughout 2021, with the click rate being consistently reduced to "Low Risk" levels, and in November it also renewed its ISO27001-2013 certification. In 2021 the GDPR training was completed in MEO; ACS; Altice Portugal Foundation; Altice Labs; MEO ST; MEO Energy; Forecast; Portuguese Communications Foundation. It was also carried out the GDPR conformity assessment of the companies that recently integrated Altice Portugal, evaluated and synchronised the GDPR procedures between MEO and Intelcia and started the GDPR assessment of IT systems and applications.

To raise employee awareness of these issues, training and awareness-raising actions were carried out on information protection, namely the e-learning "Clear Desk & Clear Screen" and "Security at the workplace", to be carried out by all new employees, whether internal or employees of service providers and partners. Webinars were also made available on information security for technical areas, namely to comply with the requirements of ANACOM's SIRSCE Regulation. Other generic webinars in these topics were also made available, such as "Best practices in teleworking" and "Online Risk and Danger Behaviours".

In Altice Portugal, two external audits regarding information security were carried out: ISO 27001:2013 standard and SIRSCE Regulation. Both of them had very positive results, confirming the importance of this topic to the company.

Altice Dominicana protects customer data through processes and tools, such as, for example, an exclusively generated Customer Service Code created after activating the service. For customer interactions, the Customer Service Code is used to create an application login and for a second validation in call centre assistance. The usage of National ID for customers authentication, credit card data encryption in systems, and controlled access to credit bureau consultations are also procedures that guarantee customers' security. The company's archiving policy follows Dominican law in terms of what can be stored and regarding PCI standards. The general data protection regulation regarding data privacy rules in effect came from the local telecommunications regulation, Dominican law, and PCI certification requirements.

At Altice Dominicana, where cybersecurity is a critical business function, shifting from a purely defensive mindset to a proactive approach that combines technology, process, and education was essential. Thus, the company drew up an internal policy for employees, provides lectures on safety and awareness, and includes these topics in the integration programmes for new employees. A B2C and B2B campaign was also launched on social media to raise awareness among customers: the campaign was based on seven email attack signals, phishing scams, and web browsing and facial app recognition. In the context of Clean Advertising positioning, AdFraud mitigation¹ and Brand Safety² are Teads' top priorities. Commitment to them was recently highlighted in the context of the Advertise Responsibly campaign. The company is also certified through

¹ <https://www.teads.com/ad-fraud-vocabulary/>

² <https://www.teads.com/brand-safety-policy/>

independent audit validation for Brand Safety under the JICWEBS/DTSO Good Practices Principles and participates in the industry framework, the IAB Transparency and Consent Framework, which ensure to get valid consent prior to any cookie placement or data processing. At Teads, training on data usage and privacy is regularly provided to operational teams and Privacy Policy is available to the public.

Regarding information security, HOT implemented the Privacy Protection Regulations which came into effect in Israel in 2018. As required by local legislation, the company appointed responsible officers for its registered data bases: the customers data base manager is the company's B2C division and the employee's data base manager is the company's Human Resources department. External audits about digital security and customer privacy were also carried out.

4.7.1 Privacy and safety of vulnerable groups

With the increasingly widespread use of the Internet in our daily lives, accompanied by a necessary and also increasingly early access by younger generations, as well as by the more senior population who are beginning to explore technology, it is important to be aware of certain dangers and behaviours. The Subsidiaries support the idea of an open and inclusive Internet in order to promote fair, democratic, free, and competitive societies and apply great care and respect in the way they conduct their operations. Therefore, all Companies always make efforts to ensure the provision of safe communication services, particularly regarding vulnerable people, for example minors and seniors, and promote several initiatives with a view to protecting those segments.

Altice Portugal is the coordinating member of the ETNO Task Force "Online Child Protection" whose overall aim is to make cyberspace and ICT services safer for the younger generations (<https://etno.eu/working-groups/sustainable-development.html>), and a founding member of the industry self-regulation initiative for child safety online ICT Coalition for Children Online (www.ictcoalition.eu). It participated in its development and subscribes to its "ICT Principles": Principles for the Safe Use of Online Devices and Services by Children and Young People in the EU. It is also, through the Altice Portugal Foundation, a member of the Internet Segura Portugal Consortium (<http://www.internetsegura.pt/>), a partnership project that aims to ensure a safer internet for all users, through raising awareness to the risks associated with Internet usage and combatting illegal content.

Altice Portugal is also developing several collaboration initiatives with Portuguese Victim Support Association (APAV), in its capacity as an industry partner in the European Project "ROAR - empowering victims of cybercrime" (<https://apav.pt/publiproj/index.php/96-projeto-roar>).

In 2009, the Altice Portugal Foundation developed a programme named "Communicate Safely" that involves raising awareness in students, teachers, and caretakers on the topic of literacy in information technologies (IT) and on the responsible and safe use of the Internet. This programme consists of awareness-raising actions in the classroom environment and a play for theatre developed in showrooms made available by various municipalities. All pedagogical contents are developed for each different level of education, for guardians, and also for the senior population, with the uniformity of content transmission being ensured through prior training sessions and the use of standardised supports. The company has established several partnerships with national entities, namely the PSP (Public Security Police), the ANPRI (National Association of Computer Teachers), the RBE (School Libraries Network) and the FCT ([Science Foundation and Technology] Safer Internet Centre), thus allowing a greater coverage and dissemination of this programme.

Altice Portugal also makes better and safer products and services available, specially designed for young people and child protection, such as "MEO Kids" (TV and mobile phone) and SAPO Mail Kids, through the development of a family safety app, MEO SAFE, which combines location, parental control, and mobile phone

safety features, and by including other safety features like PINs, reporting options, privacy settings, and content classification in certain broadband and TV services.

Altice Dominicana has implemented projects for the protection of minors and vulnerable people online too, such as the acknowledgement of International Cyberbullying day with communicational actions to motivate users to say positive things to each other, reinforcing the importance of using friendly and positive language and thus eliminating the current maleficence on social networks, the creation of a Helpline for Seniors, specially created to support elderly people who usually do not use technological tools, as well as the implementation of a tool for parental control in the Set Top Boxes by Altice Dominicana.

Both Altice Portugal and Altice Dominicana offer training webinars for employees and their children, which deal with best practices and strategies to be considered when accessing the internet. The sessions cover topics such as good safety practices in teleworking, risky behaviours, and online dangers, as well as how to minimise internet risks for children and the dangers of online relationships, the latter focused on eradicating child sexual exploitation.

In Israel, HOT operates in accordance with the provisions of the law regarding the classification and marking of content broadcasts, restrictions on adult broadcasts and the means of providing parental control, also enabling the blocking of offensive content on the Internet.

At Teads, communication with minor or senior persons takes place through advertising. The Company has a quality check for the content of each campaign to ensure that there is no risk for any vulnerable group of people.

5 Proximity to the Community

5.1 Community communications access

A report by ETNO (European Association of Telecommunications Network Operators) indicates that data consumption has grown by around 1100 percent in eight years. This number shows the social role of technology and telecommunications companies connecting not only people to the world around them, but also to each other. Something that we have all experienced with teleconsultations, telecommuting, or video calls to friends or family. This is the result of progressions in, and an increased use of technology: it has become more and more deeply embedded into our lives, especially during the pandemic, when telecommunications and technology were a vital part of daily lives.

During the continuation of the pandemic throughout 2021, the Subsidiaries maintained the resilience of the networks and the availability of various services, and despite some periods of lesser incidence, teleworking and online classes remained in operation through part of the year.

5G will allow a more sustainable development, latency being much lower, and data transmission capacity and communication speed being much higher. These three criteria will allow connections between cities, crop control in agriculture, facilitation of solutions in health, education, traffic, and logistics, creating benefits and a more sustainable world. In the SMARTer 2030 study, GeSI deepens the relationship between technology and the Sustainable Development Goals (SDGs), through the correlation between technology and all targets involved in the goals to be achieved. The conclusion was that the technology will have a huge impact on 22% of the indicators and will reverse the negative impact of 23% of them. GeSI really believes that the results can be superior, and this is why the association has created a movement to reinforce them, through indicators that will allow companies to advance towards this objective.

To close the digital gap, the Subsidiaries provided free Wi-Fi access to key main locations to ensure communications in hospitals, community centres, schools, and universities and to help people access education information in all regions.

Altice Portugal continued to invest significantly in networks to provide a high-quality service to all citizens, regardless of their geographic location. Among investments in fixed infrastructure, investment in fibre (FTTH) was maintained, ensuring new services and innovation, social inclusion, cohesion, investment, employment, and the fight against isolation in communities. In 2021, MEO strengthened its leadership position in fibre, at the end of the year reaching more than 6 million homes, and holding the best mobile network coverage, with 99.78% of the population on 4G and 94.71% on 4G+.

In 2021, Altice Portugal remained a founding member, in the initiative to create a specification group for the 5th Generation fixed network (ETSI ISG F5G), promoted by the European Telecommunications Standards Institute (ETSI), whose objective is to integrate a holistic view in the standardisation work developed, covering aspects related to architecture, services, quality, security, and privacy among others.

Altice Dominicana is constantly improving its mobile coverage by building new sites for indoor and rural areas. In 2021 it put 75 sites into service and maintained a continuous focus in network performance improvement, by renewing and strengthening its main network platforms. It is also creating an infrastructure of Wi-Fi points across the country in partnership with the regulatory body INDOTEL. In Portugal, approximately 15 hotspots per km2 are available.

In Dominican Republic, Altice also provides services for all economic sectors, and designs its services considering the poorest sector of the country, providing services like *Altice Pesos* (a mobile wallet solution, in partnership with one of the largest Bank in DR for unbanked population), *Préstame* (a prepaid credit loan in which customers can ask for a recharge credit when out of balance, for people with informal jobs with no fixed household budget) or *P2P* (allows clients to resell top-ups and get a mark-up of it, for clients in faraway regions with no or limited access to stores, or clients with an informal job, who want to benefit from an additional income).

To ensure the platform quality, Teads selects for its network either Altice (for countries like France and North America) or only major local providers. SLAs are negotiated with each provider and the resilience of the network across 26 countries (more main back-up lines in each office) is monitored by the IT team daily.

Mobile infrastructures		2021	2020
4G	Portugal	99.8%	99.6%
	Israel	99.2%	99.9%
	Dominican Republic	97.5%	97.5%
	Teads	N/A	N/A
4G+	Portugal	94.7%	89.2%
	Israel	84.0%	64.0%
	Dominican Republic	-	-
	Teads	N/A	N/A

Fixed infrastructures		2021	2020
IPTV – covered population	Portugal	99.0%	99.0%
	Israel	100.0%	100.0%
	Dominican Republic	-	-
	Teads	N/A	N/A
Fibre (FTTB/FTTH) – total homes passed (includes shared fibre)	Portugal	6,010,008	5,602,172
	Israel	802,254	231,000
	Dominican Republic	56,000	18,000
	Teads	N/A	N/A

Accessibility for customers with disabilities

The Subsidiaries actively ensure that the digital revolution does not create new inequalities and maintain their efforts to meet the demands of customers with disabilities. The widespread use of information and communication technologies, as well as the growing offer of broadband solutions and services, together with programmes to support the community and groups of citizens with special needs, are examples of the Subsidiaries’ involvement in the construction of a more balanced society with better access to education, a consistent desire for progress, and the promotion of a more responsible citizenship.

Thus, we intend to play an active role in this change by promoting an increasingly inclusive education, contributing to the school inclusion of citizens with disabilities or severe disabling illness, to the promotion of programmes that encourage school success and greater digital literacy, using telecommunications and new communication technologies as the main lever.

In Portugal several solutions that focus on inclusion and digital literacy have been implemented in partnership with other governmental and non-governmental entities, such as:

- **Altice Foundation Centres.** Centres are open to the community and their main objective is social inclusion and increasing the autonomy of citizens with special needs through technological solutions for accessibility to communications adapted to each type of disability or incapacity and the respective training for a better quality of life.
- **Inclusive Libraries.** Within the scope of the “All Together We Can Read” programme, school libraries were equipped with computer equipment such as computers, tablets, and technologies aimed at accessibility to Information and Communication Technologies. The libraries provide accessible content to around 2,500 students with special needs, such as books in SPC (pictographic communication symbols), audiobooks, videos in LGP (Portuguese Sign Language), and sensory books. The contents produced, as well as some activities recorded in videos, are being shared on the SAPO Campus platform: a closed social network designed for the educational context of the school community, which can be used for collaboration and sharing. More than 100 libraries in the School Libraries Network nationwide, and around 3,000 students with special needs, are already benefiting from communication accessibility technologies made available by the Altice Foundation.
- **Programme Including.** This programme aims to make mobile devices and computers accessible, make communication accessible, and improve the living conditions and autonomy of people with disabilities. The programme is divided into three main areas:
 - **Services:** Partial subsidy of monthly fees for all types of MEO services, for people with disabilities, disability, or vulnerable situations.

- Solutions: Partial subsidisation of market-leading products that allow digital accessibility and augmentative communication to computers, mobile phones, tablets, and landlines.
- Initiatives: Technologies and initiatives developed at the initiative of the Altice Foundation and freely available to all who need them (e.g.: Teleaula, Magic Contact, Store Service for Deaf People, Audiozapping).

In Israel, HOT, accompanied by the Israel Accessibility Association, works to implement the provisions and regulations of the Equal Rights Act for People with Disabilities, including physical accessibility of Service Centres and stores, service and company website accessibility and compliance with legislation on the employment of disabled workers. As required by the provisions of the Television Broadcasting Law (subtitles and sign language), certain transmitters on the various channels are also accompanied by closed captions for the hearing impaired.

5.2 Community involvement

The Subsidiaries are focused on improving the quality of life of the communities in the countries where it operates, through a model of human, social, environmental, and economic development, which has an impact on education, on the preservation of the environment, and on the establishment of government and non-profit alliances.

The pandemic completely changed our lives, and it was in technology that we found a safe haven to remain connected to each other and to the world. Technology and communications took on an anchoring role and became essential, either to unite the Portuguese, or for the development of the areas of health and education, or to guarantee the continuity of the companies' businesses. The current circumstances imposed an added responsibility on the Subsidiaries, the leaders in the telecommunications sector, making them return to the field to contribute to responding to the needs caused by the pandemic.

For an effective and efficient management of the business, we must be close to the field, effectively understanding operation and our customers. And to do so, we have to know their challenges, their needs, their expectations and be able to live up to those expectations. Altice Portugal carried out a roadmap through Portugal, passing through all the regions of the country, announcing a set of investments that added value to the territory, allowing an increase in the attractiveness of these regions, of new private investments, and consequently creating jobs, adding value, and fixing populations, clearly contributing to the reduction of regional asymmetries and fighting desertification.

Through MEO, the company is in contact with 7 million people every day via its products and services. It was with this notion of its impact on the country that MEO assumed itself as a brand of causes. As one of the largest national brands, MEO understood that it had to be interventionist in raising awareness and mobilizing conscious and responsible behaviour towards society and the environment, being more than an act of citizenship, but a moral and social obligation for any great brand.

Teads platform supports numerous responsible advertising initiatives. These include global initiatives like Coalition for Better Ads, Global Alliance for Responsible Media, and local initiatives like Digital Ad Trust, WhatRocks, etc. Teads also regularly offers advertising campaigns to benefit non-profit organisations (Solidarité Sida [AIDS], Breast Cancer, etc.) or national causes (Covid-19 prevention, fight against homophobia, etc.).

5.2.1 Altice Foundations

The Altice Foundations proposal is to support people in vulnerable situations and to use information and communication technologies as means of closing the digital divide, to promote quality education for all, to

seek to contribute to the capacity building of institutions for the social inclusion of the population at risk of exclusion, and for the dynamism of culture and the arts.

Thereby, the Altice Foundations support and promote several initiatives, as well as finance projects, that demonstrate the ability to improve conditions and services in the areas of Education, Digital Literacy, Entrepreneurship, and the Well-Being of vulnerable populations, resorting to technological solutions for accessibility and providing a wide range of innovative products that it puts at the service of citizens, particularly those with special needs.

Some of the initiatives that were carried out in 2021 were:

- Donation, in Portugal, of mobile phones in order to support the Entreaajuda institution, which aims to improve the management and organisation of various social associations throughout the country.
- Support of GNR with equipment and communications to help combat population isolation, providing all the territorial commands of GNR with the necessary equipment and data service to combat the isolation of the elderly population, and bringing them closer to their families at a time when circumstances forced the Portuguese to stay at home.
- Donation of dozens of pieces of telecommunications equipment to ensure the placement of necessary technology so inpatients in several hospitals, unable to receive visits and deprived of external contact, could communicate and have the opportunity to be closer to their family and friends.
- Donation of high-speed internet in school's digital rooms and in community institutions at Dominican Republic.
- Making Wi-Fi spot infrastructure available across Dominican Republic, in partnership with the regulatory agency INDOTEL.
- Implementation of the StartLab, at Dominican Republic, a free pre-incubation programme for the creation of new technological companies.
- Free training in Altice Certification for App design and programming for engineering students outside the company.
- HOT, in Israel, conducts volunteer activities in the community such as assisting the elderly, packing and distributing foodstuffs to needy populations and more.

Having a different scope, Teads also impacts on the community, using its platform to support numerous responsible advertising initiatives. This includes global initiatives like Coalition for Better Ads, Global Alliance for Responsible Media and local initiatives like Digital Ad Trust, WhatRocks, etc. Teads also regularly offers advertising campaigns to benefit non-profit organisations (Solidarité Sida [AIDS], Breast Cancer, etc.) or national causes (Covid-19 prevention, fight against homophobia, etc.).

The Subsidiaries have some projects regarding their social responsibility policy:

- **Khan Academy.** An NGO whose objective is to provide quality education to anyone, anywhere and for free, through an online educational and interactive platform. Since 2013, the Altice Portugal Foundation has ensured the translation and adaptation of the original content available on the American platform for educational reality and the Portuguese language, with the supervision and certification of the Portuguese Societies of Mathematics, Physics, and Chemistry, of the Association of Mathematics Teachers and INOVEDUC. For the promotion and dissemination of this tool as an educational resource, the Altice Foundation has organised workshops aimed at the school community, and in partnership with specialised entities, developed certified training for teachers, on its use in classroom and study.
- **CAMPUS by Altice Portugal Foundation.** A free online platform for communication, workgroup collaboration, and content hosting, applicable to any organisation, including schools, with the purpose

of a social network with controlled and secure sharing. Developed in a partnership with the University of Aveiro.

- **Tele class.** Since 2005, the Altice Portugal Foundation has had a protocol with the General Directorate of Education guaranteeing the free availability of a Tele classing system and respective communications to all schools and students who are identified as having this need. It is thus guaranteed that all students who, due to a prolonged illness or disability, can continue to attend classes integrated through digital communication, with their classmates.
- **Financing.** Altice Portugal Foundation has developed several partnerships with non-profit entities and finances projects through an application programme, with eligibility and selection criteria, based on its mission and pillars of action.
- **Home School Nuestro Pequeños Hermanos.** Altice Dominicana joined the campaign "Lead me to the classroom" promoted by the Home School *Nuestro Pequeños Hermanos*, to guarantee school supplies for 400 boys and girls who attend the Organisation's school. It has delivered pencils, notebooks, and other school supplies, as well as a cash contribution for the purchase of sports shirts.
- **Technical-professional training for children and adolescents.** In partnership with the Solca Foundation, Altice Dominicana extended the collaboration agreement until January 2022 to continue contributing to the technical and professional training of young people in the La Puya de Arroyo Hondo sector in Santo Domingo.
- **Helping a special child.** HOT, in Israel, has enthusiastically adopted this unit, located at the Air Force based in Haifa. The aim of this non-profit organisation is to integrate young people with disabilities into the Israel Defence Forces (IDF) and then integrate them into society.
- **YAHAD - United by Israeli soldiers.** HOT supports the Eitam battalion, which concerns the security of southern Israel's borders with Egypt, which is the only IDF battalion that includes a female-only combat unit.
- **Jompéame.** Altice Dominicana Republic supports Jompéame, the local online fundraising platform, through which it encourages its clients to donate their "Fidepuntos" (its loyalty programme) to one of the causes supported by Jompéame, through the App My Altice at no additional cost to the client.

5.2.2 Volunteering

In addition to all community involvement and philanthropy initiatives, the Subsidiaries also promote volunteering among their employees. Some of the most impactful voluntary actions in 2021 were the following:

- **Giving Blood Saves Lives!** A personal and collective responsibility whose aim is to help save lives. Altice Portugal believes that helping others is an exercise in citizenship, even more fundamental because of the times in which we are living, in which the number of hospitalised people has increased exponentially due to the Covid-19 pandemic.
- **IAMDIGITAL – Adult Digital Training Programme.** The initiative, with which Altice Portugal is associated, is promoted by MUDA - Movement for Active Digital Use - that aims to promote the digital literacy of 1 million adults in Portugal by the end of 2023, through the development of a national network of thousands of volunteers supported in more than 1,500 spaces across the country. Altice Portugal's employees were challenged to assume their role as MENTORS in this transformation and to support adults who have never used the internet, through digital training actions developed by volunteers in the family context or in nearby places in the community, such as parish councils, schools, homes, and others.
- **SOSvizinho.** A project that brings essential goods to people from risk groups that are in social isolation, for which Altice Portugal employees signed up. By organising a support network, SOSvizinho intends to avoid unnecessary displacement and prevent the most vulnerable people from leaving their homes, also avoiding greater exposure to COVID-19.

- **Hello, are you ok?** A support programme for seniors which is based on the creation of a telephone relationship (eventually face-to-face) between volunteers from Altice Portugal and elderly citizens in a situation of dependency or social isolation, previously identified as such, by the entity of which they are members. The telephone contact is made weekly, and the relationship time is dedicated to stimulating self-esteem and a sense of belonging, in addition to identifying to identify any situations of additional weakness in the person being accompanied, which, if applicable, will be immediately reported to the respective institution.
- **Beachfront Cleaning.** As part of World Environment Day dozens of Altice Dominicana employees took part in cleaning Haborim and Palmachim beaches, in Dominic Republic.
- **Reforestation.** Several reforestation activities conducted by Altice Dominicana volunteers.
- **Christmas at foster homes.** Organisation of dinner and various entertainment activities during the festive Christmas season, by Altice Dominicana Foundation, in different shelters for children in need.
- **Netivot and Jerusalem Municipality offices.** Talks promoted by HOT with hundreds of elderly people in the city during the coronavirus pandemic in order for HOT hear how the elderly were and whether financial or mental assistance was needed from the municipality.
- **Delivery of Pitchon Lev.** Delivery of food parcels for those in need by HOT volunteers.
- **Beach cleaning.** Together with the Parks and Nature Authority, HOT volunteers proceeded to clean the beaches after the Great Tar Disaster.
- **Nitzanei Rishon.** Assistance in preparing the structure for routine activities that included painting the structure and gardening activities of a non-profit organisation that works for the well-being of children with disabilities and their families, in Israel.
- **Emek Hefer Family Farm.** Assistance, by HOT employees, at an “At-Risk Youth Farm” in carrying out diverse tasks in the farm's routine.
- **Petah Tikva Agricultural Farm.** HOT’s volunteer work with students with special needs through therapeutic agriculture.
- **Blessing and Rafael, Giving Charity Fund.** Packaging of food products for needy people and distribution to poor people's homes, by HOT employees.
- **Wizo.** Selection of clothes for those who need it in Israel.
- **Atarim Square Centre for Victims of Sexual Violence.** Renovation of an existing building to construct a leisure centre for victims of sexual assault in Israel.

Regarding volunteering data, the Subsidiaries had the following results.

Social Intervention		2021	2020
Volunteering hours	Portugal	614	2,135
	Israel	6,367	884
	Dominican Republic	10	6
TOTAL		6,377	3,025
Volunteers number	Portugal	181	640
	Israel	584	260
	Dominican Republic	18	16
TOTAL		783	916

Social Intervention		2021	2020
Number of beneficiary entities	Portugal	2,690	236
	Israel	15	12
	Dominican Republic	7	5
TOTAL		2,712	251
Number of individual beneficiaries	Portugal	491,932	398,882
	Israel	12,180	11,019
	Dominican Republic	2,385	4,812
TOTAL		506,497	414,713

The sharp decrease in volunteer actions/initiatives carried out and volunteers in Portugal in 2021 is essentially due to the pandemic and the restrictions imposed to mitigate it, such as the ban on gatherings and the fact that many employees continue to work from home.

6 Procurement and suppliers

The Subsidiaries' Purchasing Model is based on a perspective of continuous improvement, with compliance with ethical and transparency principles, respect for the environment, biodiversity, and human rights being centred on the value creation/value sourcing model. The Subsidiaries are encouraged to align strategies and operations with the Universal Principles of Human Rights, with the Principles of the United Nations Global Compact, and with the Principles of the International Labour Organisation, with the responsibility to implement procedures that promote ethics in business relationships throughout their supply chain.

6.1 Supply chain

The supply chain has a strong technological component based on areas such as Commercial/Customer Equipment, Infrastructure and Telecommunications, Network Equipment, and Information Systems. However, the Subsidiaries also buy Products and General and Marketing Services not directly related to the core operation, such as logistic, communication, media, content, and organisational needs.

The Subsidiaries believe that by supporting local suppliers, they can indirectly attract additional investment to the local economy. Local sourcing can be a strategy to help ensure supply, support a stable local economy, and maintain community relations. Therefore, the Subsidiaries are encouraged to buy from local suppliers. Below is the proportion of spending on local suppliers in the last 2 years.

Proportion of spending on local suppliers (%)		2021	2020
% National suppliers purchasing	Portugal	84%	76%
	Israel	-	-
	Dominican Republic	83%	45%
	Teads	91%	85%

6.2 Procurement practices

The master agreements between the Subsidiaries and their main suppliers consider their commitment to comply with sustainability and corporate social responsibility principles. By signing the base contract, suppliers undertake to comply to influence Companies to align their strategies and operations with the

universal principles of human rights, work, the environment, and the fight against corruption, as well as to implement actions that promote the United Nations Sustainable Development Goals.

Regarding fundamental social principles, the suppliers undertake to comply with the guiding principles which are mainly issued from the Agreement of the International Labour Organisation, namely:

- Child labour: the minimum age for employment must comply with the applicable law in the host country and in no event may be less than 15-year-old for any kind of activity.
- Forced labour and mistreatment: forced labour in all its forms is prohibited and the employer must respect the dignity and human rights of their employees.
- Working time and schedules: working schedules must comply with the legislation of the country.
- Living wages and social benefits: minimum salaries and social benefits paid to employees must comply with the legislation of the country.
- Freedom of expression: freedom of association and right to collective bargaining.
- Equal opportunities and non-discrimination: any discrimination regarding recruitment, training, promotion, remuneration etc. based upon race, colour, age, gender, sexual orientation, marital status, ethnic group, handicap, religion, membership in a political party or in a syndicate, etc., is forbidden; and
- Health, hygiene, and security at work: the employer must ensure optimal hygiene and security conditions on all their sites for their employees.

Regarding the protection of the environment, waste management, and energy performance, the supplier agrees to consider all the initiatives related to the environment protection. In particular, the supplier undertakes to:

- Implement procedures to eliminate or to reduce the sources of pollution generated by its activities, to measure and to reduce its GHG, to preserve natural resources, to avoid or to minimize the use of dangerous substances and to promote the recycling or the reuse of waste while ensuring its traceability.
- Ensure that waste and particularly dangerous waste is managed in a safe way on all its sites (e.g., handling operations, storage, etc.) and managed by appropriate recycling industries in accordance with the applicable laws.
- Use its best efforts to reduce the packaging of its products, and to this end, contribute to the development of the recycling and the revaluation in a life-cycling perspective.
- Respect specific environmental regulation.

Concerning the principles of business ethics, the supplier commits to behave loyally and fairly in all its relations with its own suppliers and partners and to prevent any kind of active or passive corruption, and undertakes to refuse any type of extortions as well as to raise awareness on these topics within its sphere of influence.

In Portugal, suppliers must accept legal requirements (environmental and health and safety at work), the Code of Conduct and Social Responsibility (that includes human rights and labour practices), and the Information Systems Policies in order to operate with Altice Portugal. This acceptance is made at different times: registration of the supplier at Suppliers Club, consultation/purchase emails for suppliers and contractual clauses. About 89% of contracts with major suppliers include environmental, occupational safety, and social requirements. Requirements of Environmental, Health and Safety at Work, Safety of Information Systems and Infrastructure of Altice Portugal, and Integrity of Electronic Communications Networks and Services as well as Personal Data Processing Subcontracting Clauses (GDPR) are also included in contractual terms.

Also, the standard contract models used on the purchase of terminal equipment demonstrate the concern of Altice Portugal regarding compliance, by its suppliers, of its marketable products. To guarantee customer safety and environment protection, implementation contracts include, among others, topics such as commitment to not using conflict zone minerals in the design of the equipment, compliance with the REACH Regulation, the RoHs Directive, ecological considerations in design and life cycle, and respect for environmental protection in the management of waste electrical and electronic equipment.

Altice Dominicana procurement practices are strengthened with local practices that facilitate the company's choice and establishment of strong stakeholder partnerships, namely the due diligence process (clearance of new vendors by different company departments), benchmark and consulting with other Opcos, local and/or implementation/adherence contracts (from global agreements) to define and implement legal conditions, and the obligation to fill in a form in order to acquire more information before adding the potential supplier to the system.

At all Subsidiaries, almost all communications with vendors are carried out electronically, reducing environmental impact by excessive use or waste of paper.

6.3 Supplier assessment

In Portugal, the main suppliers are annually assessed in environment and health and safety topics and, if necessary, supplier audits are performed to address risks identified in regular risk assessments. In 2021, due to the confinement, it was not possible to perform audits to suppliers, however, 10 suppliers were evaluated in the subsidiary internal audits.

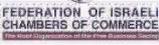
Altice Dominicana has incorporated the CSR evaluation for local suppliers into the purchasing process, considering social and environmental behaviour and ethical topics. In the first phase, the supplier base was determined taking the 2019-2020 spend as the baseline. 158 suppliers were selected using environmental and social criteria since 2020. In 2021, 24% of the new suppliers were assessed for environmental and social impacts.

Israel and Teads are currently defining their supplier assessment methodology on ESG (Environment, Social and Governance) topics.

7 Partnerships

The Subsidiaries actively take part in the dialogue, analysis, and promotion of sustainability and corporate social responsibility issues, in sectorial and inter-sectorial partnerships with local or international organisations, either through participation in working groups and task forces and/or by underwriting their codes and commitments. Below are some of the organisations some Subsidiaries are associated with.

	UNGC - United Nations Global Compact. 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 (https://www.unglobalcompact.org/).
	ETNO is the association of the main European telecommunications network operators (https://etno.eu/).
	GSMA represents the interests of mobile operators worldwide (https://www.gsma.com/).
	ICT Coalition works for the development of products and services that address the challenge of child safety in the online world (https://www.ictcoalition.eu/).
	BCSD - Business Council for Sustainable Development Portugal is the reference entity of corporate sustainability in Portugal (https://www.bcsdportugal.org/).
	ITU - International Telecommunication Union is the specialized agency of the United Nations for Information and Communication Technologies (https://www.itu.int/en/Pages/default.aspx).
	UNI - Union Network International has the responsibility of ensuring that jobs are decent and workers' rights are protected, including the right to join a union and collective bargaining (https://www.uniglobalunion.org/).
	ETSI is the European Telecommunications Standards Institute, providing members with an open, inclusive, and collaborative environment (https://www.etsi.org/).
	Telecommunications Institute. a private, not-for-profit organisation of public interest, a partnership of nine institutions with research and development in the field of Telecommunications. (https://www.it.pt/AboutIT/Overview)
	COTEC Portugal - Business Association for Innovation. COTEC is the main Portuguese business association for the promotion of business innovation and technological cooperation. (https://cotecportugal.pt/en/about-us/)
	FTTH Council Europe. An industry association with a mission to advance ubiquitous full fibre-based connectivity to the whole of Europe. (https://www.ftthcouncil.eu/)
	FSAN - Full-Service Access Network. 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. (https://www.fsan.org/)
	European Cybercrime Centre is the European Union's law enforcement agency to fight against terrorism, cybercrime and other serious and organised forms of crime (https://www.europol.europa.eu/about-europol/european-cybercrime-centre-ec3).

	<p>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 (https://www.apritel.org/).</p>
	<p>The iGen-Forum Organisations for Equality incorporates in its management strategies the principles of equality and non-discrimination between women and men in the labour market (http://forumigen.cite.gov.pt/).</p>
	<p>Portuguese Association for Diversity and Inclusion mission is to promote diversity and inclusion in different organisations and in Portuguese society in general, cooperating with relevant national and European institutions (http://www.cartadiversidade.pt/index.php/appdi/).</p>
	<p>Organisational Social Responsibility Network, created under the EQUAL Community Initiative Programme (http://rederso.pt/membros/).</p>
	<p>Consortium of Safe Internet in Portugal, created under the European Commission programme, Safer Internet (https://www.internetsegura.pt/consorcio/).</p>
	<p>GRACE, a non-profit public utility business association that operates in the areas of Social Responsibility and Sustainability (www.grace.pt/).</p>
	<p>Portuguese Foundation Centre, a representative institution of the foundational sector in Portugal that works as the sole interlocutor of foundations with the different State bodies and other civil society organisations.</p>
	<p>ZIRA (Internet Copyright) Ltd. Established with the aim of combating copyright infringement caused by pirated downloads on the Internet (https://he.wikipedia.org/wiki/%D7%96%D7%99%D7%A8%22%D7%94).</p>
	<p>Federation of the Israeli Chambers of Commerce. Promotes the business interests of its members, of the trade and services and of the entire business sector (https://www.chamber.org.il/en/).</p>
	<p>ASIEX - Foreign Investment Association. Represents Foreign Investment companies in the Dominican Republic. Ensures a favourable business climate for investment (http://asiex.org/dir/).</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 (https://www.comtecrd.net/).</p>
	<p>CCIFRANCO - Dominican-French Chamber of Commerce. Promote and maintain Franco-Dominican relations, which allows better representation of its associates before the entities of the two countries (https://www.ccifranco-dominicana.org/es.html).</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 (https://aneih.org.do/).</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 (https://www.conep.org.do/).</p>



AMCHAMDR - American Chamber of Commerce of the Dominican Republic. Represents its members in the interest of creating a favourable business climate for trade and sustainable investments between the Dominican Republic and the United States of America. At the same time, promotes access to business opportunities that allow the development and growth of its members (<https://amcham.org.do/>).



BRITCHAMDR - British Dominican Chamber of Commerce. Serves its members and related parties, promoting facilities and increasing relations between our country and the UK (<http://britchamdr.com/en/home/>).



FDD ORG - Dominican Development Foundation inc. The work of the FDD has been aimed at creating more and better opportunities for the excluded segments of the Dominican population, through generating and strengthening business with training programmes, technical assistance and financing (<https://fdd.org.do/>).



Ado Fintech - Dominican Association of Fintech Companies. 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, and 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 (<https://www.adofintech.org/>).



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. Detects the needs of our partners and turn them into actions that promote investment, job creation and progress in the Dominican economy (<https://acoprovi.org/>).



COPARDOM - Employers' Confederation of the Dominican Republic. Organisation of the employer sector specialised 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 (<http://www.copardom.org/>).
