



TDF

2021 Communication on Progress



COMMUNICATION ON
PROGRESS

This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.





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Certification



TDF Presentation



Who we are

As leading telecom network operator, over the last 45-plus years we have helped digital firms in mainland France and French overseas territories meet their strategic transmission goals, backed by three divisions: telecom networks, optical fiber networks and TV/radio broadcasting.

Telecom networks

Telecoms equipment installation and operation



Optical fiber networks

Optical fiber installation in rural areas



TV/radio broadcasting

Digital Terrestrial Television and radio broadcasting



Who we are

As industrial company, we build mobile and fixed superfast broadband, media and telecoms coverage throughout France. For radio and DTT broadcasting, mobile ultra high-speed mobile coverage and rolling out optical fiber, we bring customers a mix of unique and ground-breaking technology and an exceptionally widespread local presence.

19 200
sites

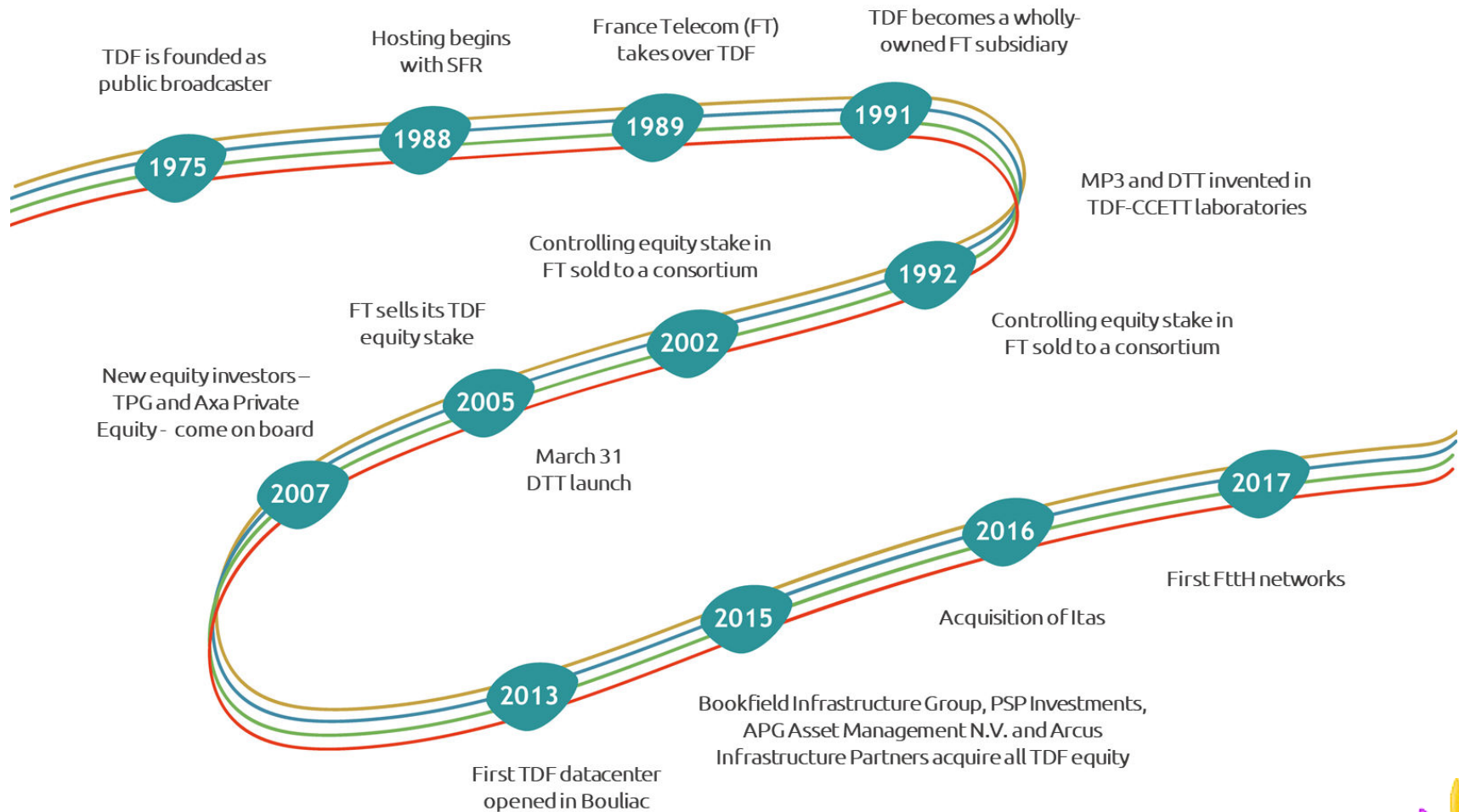




In an ever more connected world, TDF enables telecoms and media companies to connect the French regions and people everywhere and faster, backed by its installed networks throughout France.



Our Story



A few figures

€731.7 million 2021 revenues broken down as follows:



Telecoms
56%



TV
23%



Radio
15%



Fiber
5%



Other
1%

A few figures

1,500 TDF SAS FTE employees



♀ 22%
♂ 78%



Olivier Huart's pledge

Chief Executive Officer



TDF reaffirms support for the United Nations Global Compact

While the pandemic continued in 2021, our 2020 reorganization and our people's unrelenting commitment meant we could maintain our DTT and radio broadcasting, mobile telecoms and fiber network installation operations while meeting our 2021 targets.

We also had to cope with arsonists setting fire to our Limoges-Les Cars site. Help provided by everyone who came to work on restoring our operations as quickly as possible, including our customers, local business partners, local municipalities and the police, gave our company and staff tremendous support.

Pursuant to our 2014 pledge to respect the United Nations Global Compact, year after year we strive to stay on track and improve our social responsibility activities. Once again this year, our 2021 Communication on Progress is testament hereto.



Olivier Huart's pledge

TDF CEO

Human Rights: in addition to its Code of Ethics, TDF introduced an Ethics Charter that lays down compulsory rules that Group staff have to follow in dealings with non-Group parties.

With regard to new fiber staff induction and training, we exceeded our 2021 targets and training courses were updated to better meet market needs with a view to assuring top connection quality for our network subscribers.

International Labour Standards: one of our top priorities is safety of our and outside staff on our sites. A major contribution to safety comes from introduced rules and working together with our staff and other stakeholders.

In September 2021, TDF signed its first disabled staff employment agreement with three objectives: integrate, support and build awareness.

We also published our gender equality index showing a 94% score. This bears out how our gender equality-friendly HR policy that we introduced several years ago is paying off in spades.



Olivier Huart's pledge

Chief Executive Officer

Environment: we launched a program to install solar panels on our telecoms masts. We have installed around 20 panels so far. The program will continue in 2022.

Combating Corruption: we continued to focus on corruption largely by resuming face-to-face training courses. Over 650 staff have undergone anti-corruption courses to date.

We can be proud of the progress accomplished year after year, for which this 2021 Communication on Progress bears witness. All TDF staff are determined to stick to our pledges and continue to take steps towards achieving our anti-corruption goals.

Once again this year, I am proud to uphold our pledge to support the UN Global Compact's 10 principles and to adopt them in our people's everyday work."

Olivier Huart
Président Directeur Général de TDF





TDF ESG Policy

TDF ESG Policy

TDF has had an ESG policy since 2019

- The policy underpins and structures all TDF's ESG activities.
- It raises the profile of the steps we take and highlights our pledges and progress to all our stakeholders.
- It brings our people together.



Everyone can view our ESG policy in French or English at www.tdf.fr



TDF ESG Policy

ESG policy breaks down into 12 pledges.

ENVIRONMENT



SOCIAL



GOVERNANCE



Each pledge comes with performance indicators.

The ESG policy aims to:

Satisfy our
customers

Protect the environment

Ensure consistency and dialog with our
stakeholders

Enhance staff wellbeing and activities

Build our appeal to investors



CSR/ESG governance

The ESG supervisory committee meets monthly and comprises the CEO and an executive from each business unit & department.

It is held and run by the EH&S-CSR department, which oversees Group-wide CSR activities.

The committee's duties include:

- Distribute CSR news and stories
- Review project progress
- Write CSR strategy



Chief Operating Officer Benoît Mérel: *"Every month ESG supervisory committee members spend the time they need to properly review our ESG goals and progress. This time is valuable because we move forward as a team so as to sustain and step up momentum with a view to supporting all Group staff who carry out ESG activities."*



Global Compact Pledge

In 2014, TDF signed up to directly or indirectly supporting the
Global Compact's 10 principles

So, every year since 2015 TDF publishes a Communication on Progress
that everyone can view at www.tdf.fr.

TDF has also set 5 top **Sustainable Development Goals**, where the
Company can make a difference.



Award

100/100

In 2021, the Global Real Estate Sustainability Benchmark (GRESB) once again gave TDF an award

TDF ESG performance
score



- Topping the global all categories ranking with a 100/100 ESG performance score
- TDF remains 'Sector Leader' and retains 'five stars' for its top ranking

What is GRESB?

GRESB, a leading rating agency, validates, scores and benchmarks ESG performance data from corporations and produces an annual ranking thereof.

Romain Roirand, Arcus Infrastructure Partners Senior Investment Director, and Christopher Ehrke, Partner and Tivana France Holdings SAS (TDF holding company) board of directors chairman, said: We are immensely proud to congratulate TDF people for their outstanding ESG performance coming top of the 2021 global ranking. This truly stand-out award reflects the quality and quantity of daily ESG activities carried out. So we want to thank all TDF people for their ongoing unfailing dedication to the cause and for the tremendous progress they have already achieved reflected in the GRESB score, which is the top ESG performance measure that underlies our asset management process."





2021 News



In 2021, TDF took steps and conducted projects that boosted digital connectivity - installing telecoms, fiber, DTT and radio transmission infrastructure - throughout France.

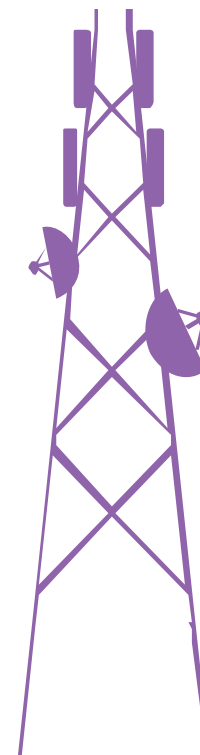


2021 FIGURES



180,000 fiber plugs built in 2021
raising the total to 410,500 since 2018.

240 new masts installed
for telecoms operators in 2021,
raising the total to 1,130 since 2016.



59 broadcasting transmitters installed by TDF
since the 2014 DAB+ launch



How TDF helps local municipalities and people

January 11 2021, a few weeks before the Marseille Etoile site arson attack, we were confronted by the Limoges Les Cars site fire. TDF staff reacted faultlessly and stepped up to the plate.



Plant and equipment damage was extensive. Much machinery was brought in from all over France to replace equipment that was no longer operational. A complete overhaul and renovation of the Limoges-Les Cars site will take several months.

This arson-caused fire deprived **close to 1.5 million people of DTT, radio and mobile phone services.** This was a despicable crime that all TDF people managed to cope with by a massive joint effort, which bears out our extraordinary commitment towards the general public and local municipalities.

Pierre Venteau, MP of Haute-Vienne's 2nd constituency, said: *"I would like to applaud all the great work of TDF's people, who managed to restore some broadcasting services extremely fast and so kept people happy [...]"*



Mobile phone infrastructure

Install telecoms networks to connect local communities

Ever since the 2020 covid outbreak, telecoms infrastructure that was already crucial to uphold local communities' appeal became even more important.

The 2020 covid outbreak, lockdowns and resultant surge in home working shone a spotlight on the importance of top-class home internet connectivity.

TDF installed **240 new masts in 2021** so as to constantly bridge the digital divide, tackle black spots and bring home working connectivity and comfort to all French people.



Erection of a new mast in French county Egreville for an operator



BU TowerCo joint CEO Jean-Louis Mounier said:

"The pandemic has revealed the crucial role of networks to connect people everywhere in local communities. TDF stepped up spending to satisfy market demand backed by its tremendous production capacity and local presence".

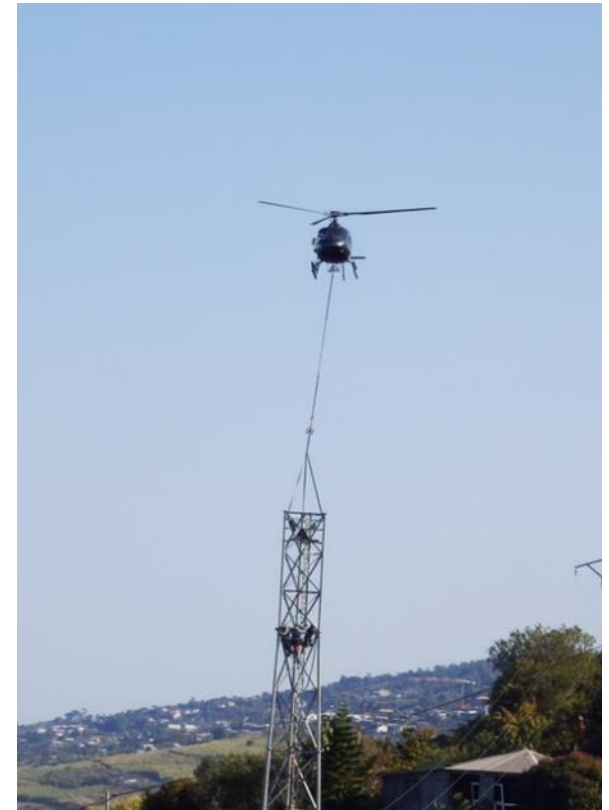


BU TowerCo joint CEO Roland Chedlivili said:

"TDF people stepped up to the plate all year long to do their bit to narrowing the digital divide during this once-in-a-lifetime pandemic".

Overseas

In 2021, TDF opened more sites up to telecom operators in the French overseas territories.



Mobile phone infrastructure

TDF Group acquires controlling stake in TORM

In May 2021, the Group bought a 70% equity stake in Towerco Réunion Mayotte (TORM), a Reunion Island and Mayotte mobile network operator alongside Telco Oi (an Iliad and Axian joint venture).

TORM currently operates 195 telecoms sites and serves big telecom firms including its longstanding shareholder Telco Oi. This acquisition is consistent with TDF's growth strategy that involves an ambitious program to roll out telecoms networks in mainland and overseas France.



Mobile phone infrastructure

Haute-Savoie inauguration of the Mobile New Deal program

March 11, 2021, Digital Transition and e-Communication Secretary of State Cédric O, Europe and Foreign Affairs Secretary of State Jean-Baptiste Lemoyne responsible for tourism, French people abroad and Francophony and Local Community Cohesion and Local Municipality Relations Secretary of State Joël Giraud responsible for rural matters, officially opened the first Mobile New Deal Haute-Savoie telecom site.



This TDF-owned telecoms mast that delivers mobile phone services for the four French operators gives local inhabitants 3G/4G mobile phone coverage.

What is
Mobile New
Deal?

Mobile New Deal needs seeking to enhance coverage for the general public, local government and businesses. As network operator, TDF leases its existing sites to its mobile operator customers to meet Mobile New Deal.



Mobile phone infrastructure

Ongoing improvement in station indoor coverage

Improving indoor mobile coverage in public places like metros, train stations, shopping malls, theaters and offices is hugely challenging for phone operators and users.

In 2021, work was carried out in Dijon, Lyon
Part-Dieu, Marseilles & Metz stations



Project team in Dijon Station



Project team in Metz Station

Background:

Having signed a 2017 agreement, SNCF Gares & Connexions awarded TDF an exclusive contract to build and install pooled telecom equipment in its 3,000 train stations and to market them to mobile network operators. Under this agreement, mobile network operators can improve and step up coverage in stations where millions of people pass every day.

Free Mobile SAS work coordinator Romain Chardon said: "It's clean and there's space: working with TDF always goes well!"



Mobile phone infrastructure

Free wifi at the Arras *Grand'Place*

Under the *Action Cœur de Ville* program, TDF, Banque des Territoires and Arras City rolled out a new free wifi service in the Arras *Grand'Place*, an iconic city-center place.

Providing free access for smartphones, laptops or tablets, this new service meets locals' and tourists' connection needs especially during crowded events held in the square.



1000+
simultaneous and
secured connections
possible

**Blending in with
surroundings** via
bespoke design

**Guaranteed network
security** thanks to
specific controls

**Guaranteed minimum
power consumption**
thanks to pooled tech
facilities

Evelyne Beaumont, Arras deputy mayoress overseeing the digital transition, said: “Arras City is really happy to offer tourists and locals an innovative new service based on free superfast broadband connectivity hardware. We carried out this project jointly with Banque des Territoires backed by TDF’s expertise. We seek to breathe new life into the commercial Arras City center and to keep tourists as happy as possible while boosting the city center’s commercial appeal. This service fits perfectly with Arras City’s digital strategy, “Human Smart City”.



Digital Terrestrial Television

Creating and broadcasting a DTT local event channel



In October 2021 for the 3rd year running, during the run-up to the *Rendez-vous de l'Histoire* festival, TDF and *Rendez-vous de l'Histoire* teamed up to create a local DTT pop-up channel.

Held every year in Blois and open to the public, this festival is a favorite place to meet historians, who come to talk about their views, present their writings and debate their arguments with a view to furthering historical research and knowledge.

- ✓ Inhabitants of Loir-et-Cher, Indre-et-Loire and Le Loiret could view this pop-up TV channel during the festival.
- ✓ **TDF set up a unique and innovative broadcasting system in France**, from its Tours - Chissay, Blois and Orléans-Trainou transmitters.
- ✓ We carried out the tech aspects, including formatting, production management, programing and so on, and broadcasting, working closely with *Rendez-vous de l'Histoire* and Tours University, which provided content and took care of photography.



Digital Terrestrial Television

DTT Culturebox arrives



In January 2021 under extremely tight deadlines, TDF staff geared up to broadcast the on-demand DTT Culturebox channel.

Backed by French telecoms regulator **ARCOM** and the **Culture Ministry**, France **Télévisions** launched **Culturebox**. Since February 1 this culture, live shows and artists-focused pop-up TV channel can be viewed on **DTT channel 19**.

This is a great way to support French culture during covid lockdowns while **helping expand choice** on the DTT platform.

Stéphane Sitbon-Gomez, France Télévisions VP masts and programs, said:

"In a year when the volume of our live-show broadcasts leapt five-fold in 2020 and having introduced daily screening of the show "6 à la maison" during the second lockdown, we told ourselves we really had to come up with a more striking, unprecedented and spectacular gesture".

(source Le Monde :

https://www.lemonde.fr/culture/article/2021/01/31/culturebox-une-caisse-de-resonance-pour-le-spectacle-vivant_6068271_3246.html)



Digital Terrestrial Television

Dolby and TDF trial Dolby AC-4



Dolby Laboratories (NYSE: DLB), immersive entertainment technologies no. 1, and TDF, have launched a UHD (Ultra High Definition) DTT trial on multiplexes covering Paris, Nantes and Toulouse metropolitan areas.

✓ How does Dolby AC-4 improve things?

On top of superior picture **quality** and **definition**, adding the Dolby AC-4 audio format will enable simultaneous transmission of several separate audio streams under various set-ups including stereo, 5.1 and immersive audio, i.e. options to select a specific audio stream or language and so on.

✓ Who might this trial benefit?

TV viewers in relevant areas with a modern TV set may take full advantage of the UHD and Dolby AC-4 trial on DTT channels 81, 82 and 83.

✓ What is the trial's purpose?

The trial's purpose is to broadcast diverse content and **test DTT signals** representing those that will be transmitted for the UHD launch, with various audio set-ups individually and combined. All such functionality is possible because Dolby AC-4 is more powerful giving many technical options.

This trial, coupled with a dynamic UHD or HD video format change under real conditions, will be expanded so as to fine tune specifications and reception for the **official DTT UHD launch**.



DTT Ultra High Definition (UHD)



TDF and France Télévisions Outre-mer trial UHD in Reunion Island

- ✓ The "*Diagonale des fous*" or "*Grand Raid*" is one of the world's toughest walking races that consists of crossing Reunion Island following a given track.
- ✓ During the 2021 race from October 21 to 24, TDF and France Télévisions Outre Mer conducted a **UHD (Ultra High Definition or 4K) broadcasting trial** from the Saint-Denis site in Reunion Island.



- ✓ TV viewers in **Saint-Denis Reunion Island** with a UHD TV set could watch the race live, documentaries and other content in UHD on DTT channels 81 and 82.

Pascal Gérard, director of France Télévisions Outre-Mer network 1, said: "I would like to warmly thank TDF staff who achieved a first in France overseas by broadcasting a 4K UHD channel in Reunion Island of the 2021 Diagonale des Fous race. We pulled off an amazing feat both in getting a license very quickly and in the equipment engineering, shipment and local installation."



Radio

TDF - *Fête de la Radio* (radio day) sponsor

- ✓ Under the auspices of the CSA (renamed “Arcom” from January 1, 2022), radio listeners could relive radio’s history.
- ✓ 2021 saw centenary celebrations for the first radio broadcasts from the Eiffel tower, the 40-year anniversary of the FM band free-up and ramping up rollout of DAB+.



As sponsor, TDF attended various events:

- ✓ May 31 evening event launch projecting three lit messages on the first Eiffel tower storey.
- ✓ "Radio does a show at the home of Radio and Music" conference
- ✓ Interview with TDF Eiffel tower site manager Alain Evano by a France Bleu Paris journalist and Pascale Varnière at TDF Campus
- ✓ Visit and round tables on radio’s history and future at TDF’s Muret site



ARCOM President Roch-Olivier Maistre said: “We’d really like to put on a big radio day show so that mainland and overseas French people and all radio stations celebrate this much loved media, which is an integral part of everyone’s everyday lives”.



DRMCast

TDF broadcasts the Mini Transat yacht race

In September 2021, TDF broadcast the Mini Transat solo transatlantic yacht race via *DRMCast*.

DRMCast, innovation developed by the Rennes research laboratory, is a mobile, light and autonomous device that retransmits world short wave digital radio programs locally via wifi to smartphones and tablets designed for isolated people thus making up for no receivers or communication hardware.

Thanks to DRMCast, the 90 competing yachts and accompanying boats could receive daily race and other information for transatlantic crossings.



Learn more about the Mini Transat...

- ✓ The Mini Transat is a solo transatlantic race for 6.50 meter yachts without engine, the 23rd edition of which took place in September 2021.
- ✓ Sailors set off on a 4,050 mile (or 7,500 km) course from Les Sables d'Olonne to Saint-François Guadeloupe, with a stop-off at Santa Cruz La Palma, the most western island of the Canary Islands.



Digital Radio

TDF & Radio Screen team up to roll out DAB+



TDF and Radio Screen, a digital radio data broadcaster, signed an alliance aiming to help radio stations launch DAB+ broadcasting by offering an enhanced radiophonic program. So, TDF can give its DAB+ customers the option to try out the Radio Screen service for several months.

- ✓ The Radio Screen service gives radio stations the option to display and manage their customizable visuals and photos simultaneously as their radio shows are broadcasting.
- ✓ As such, radio stations may illustrate music, hosts' interventions and adverts on screens of devices equipped with a compatible receiver.



Radio Screen has a catalog of artist pictures for millions of music titles and manages all visual broadcasting copyright on behalf of its users.

TDF has also developed an interface enabling copies of data streams from Radio Screen.



Digital Radio



TDF expands DAB+ broadcasting

After the Bordeaux and Arcachon metropolitan areas in 2020, it was the turn of Toulon, Marseilles, Avignon and Nice to benefit from terrestrial DAB+ from October 2021. Also, two national multiplexes are now on air and broadcast to towns near the Paris–Lyon–Marseille highway.

- ✓ Our people carried out further comprehensive **tech installations** within tight deadlines as follows:
 - ✓ A new antenna system on each site
 - ✓ A multiplex cell and related transmitters
 - ✓ Work to adapt equipment, notably energy and ventilation equipment

DAB+ national project manager Franck Lambert said: “Most TDF businesses are set up for rolling out DAB, be it for procurement, logistics, engineering, production, various support functions, hardware providers or on-site operations. We should highlight the dedication, motivation and rapid response of all firms that have come on board to roll out DAB. It’s all about teamwork!”

- ✓ **DAB+ delivers top-class sound quality** and an expanded and free radio offering including news updates.
- ✓ To listen to DAB+ radio, people must have a DAB+-enabled **radio set** or **car radio**.

To expand DAB+ coverage and support our customers, we have installed 59 broadcasting transmitters since the 2014 DAB+ launch.



Fiber

Background

Since 2017 four French counties trust TDF to roll out, operate and market optical fiber in sparsely populated areas of Val d'Oise, Les Yvelines, Indre-et-Loire, Loir-et-Cher and Maine-et-Loire.

These contract wins prompted us to form four TDF subsidiaries.
Banque des Territoires holds equity stakes of these subsidiaries.



TDF is committed to

- Serving 750 households and firms
- Covering 929 communities
- Prioritizing local jobs by investing heavily in fiber profession, social inclusion and vocational training.



Fiber

Rollout

After working on fiber rollout for three years, in 2021 rollout was completed in French county Val d'Oise and is ongoing in Les Yvelines, Maine-et-Loire, Indre-et-Loire and Loir-et-Cher.



Trenching work involving laying ducting needed for transmission and distribution.



Burying cables



Fiber installation



Fiber Rollout

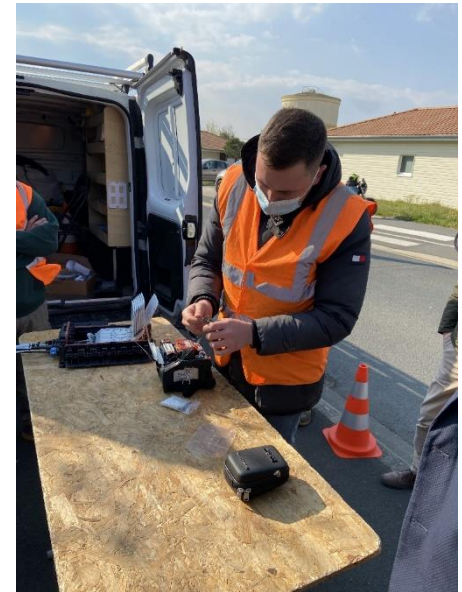
Connecting households and firms continued throughout France.



Aerial fiber pull by a fiber connector



Connecting households



Fiber

Famous buildings connected to fiber

In 2021, famous buildings too were connected to fiber.

Château de Rivau in
Indre-et-Loire



Clos Lucé and the Château
d'Amboise in Indre-et-Loire



Beauval ZooParc in Loir-et-
Cher



Fiber

Fiber installation for firms

By late 2021, ever more firms had signed up to fiber throughout regions covered by TDF subsidiaries.



Like Pyramidor, which welcomed elected officials and fiber installation tech managers in Maine-et-Loire so they could give feedback about their fiber experience since their 2020 installation.

This printing firm employing just over thirty people specializes in producing self-adhesive labels for the wine industry.

Pyramidor CEO Benoît Boret said: *"Fiber is a tremendous opportunity for us. Just think that to send a 500Mb file to another location, transmission used to take us an hour and a half. Now with fiber, everything is done and dusted in 30 seconds!"*



Fiber

Keeping the public and business informed

In order to inform the local public and businesses of upcoming fiber services and network signing up terms, events were held throughout 2021 while sticking closely to Covid guidelines.

Events were tailored to each audience and each community

- Face-to-face and online public meetings,
- Afterwork business get-togethers,
- "Live Fiber chat" online operator forum,
- Face-to-face operator forum,
- Fiber Week
- Fiber workshop tour
- Stands in public places,
- "Go Fiber" competition



Online public meeting aired live from the Mauges-Communauté head office

1

Human Rights





Companies are asked to promote and uphold global human rights and make sure they are not complicit in human rights abuses.

In 2021 we continued to pay attention to social inclusion and vocational training for fiber professions. We published our Ethics Charter. We signed our first disabled staff hiring and ongoing employment agreement.



Ethics

Code of Ethics

The Code of Ethics constitutes a moral compass, which guides our behavior both in-house and externally. The goal is to minimize our people's doubt about how to behave, but also to give those who work with us an idea of our underlying values.

Since 2011, TDF has had a Code of Ethics that is updated once a year.

The Code of Ethics is available in English and French on the TDF website www.tdf.fr

It is appended to the company bylaws and sent to our stakeholders.



 www.tdf.fr



Audit and Internal Control director

Pierre-Yves David said: *"In 2021, we added a series of ethics-challenging scenarios specific to Group staff jobs to the Code of Ethics. The purpose of this section is to lay down the practical steps to take in each situation. We use the scenarios for anti-corruption training and when we analyze corruption risks once a year."*



Ethics

Whistleblowing Scheme

Since 2016, the Whistleblowing Scheme allows Group staff to report when they are personally aware of:

- Any serious breach in the Code of Ethics, our Group anti-corruption policy or any applicable national or international rules (including crimes and misdemeanors);
- Any threat or serious harm to the public interest.

The Whistleblowing Scheme complies with the French Sapin II Act and the March 21 2022 Act protecting whistleblowers.

The Whistleblowing Scheme is available in English and French on the TDF website

www.tdf.fr



 www.tdf.fr



Ethics

Lobbying ethics charter

In 2021, TDF Group published its lobbying ethics charter, which sets rules for Group staff to follow when dealing with non-Group parties.

It outlines an ethics framework and duties to comply with applicable legislation.



 www.tdf.fr



The lobbying ethics charter is available in English and French on the TDF website:

www.tdf.fr



Bridging the digital divide

TDF continues activities to help local municipalities

TDF has a Company contacts and advisors network and a local municipality newsletter. There are advisors in mainland and overseas France so as to better inform, advise and respond to local municipality requests meeting their needs as closely as possible.

Network of local municipality contacts



"TDF's network of local municipality contacts has constantly expanded and now has 120 staff. This attests to the critical importance of local municipalities in our operations, sometimes they're network customers but also often service customers. In November 2021, the contacts network physically resumed after two covid years and came to the fore in key digital jobs for local communities" **Alain Komly, TDF Local Municipalities Relations Director**

Local municipality newsletter

- ✓ 5th year of publishing
- ✓ Three 2021 editions, including one special Limoges edition
- ✓ Circulation: 2,000
- ✓ More educational videos so that elected officials and local municipalities are better informed.
- ✓ View online at www.tdf.fr, and on subscription



Bridging the digital divide

TDF continues activities in partnership with local municipalities

In 2021, as every year, we took part in several events so as to meet up face to face with local municipality people and our partners.

- Public Initiative Network convention in Deauville
- 15th RURALITIC conference in Aurillac
- Université du Très Haut Débit (superfast broadband university) in Les Sables-d'Olonne
- Avicca Autumn trip - Paris
- Assises du Numérique - Yvelines

Mayors Conference

TDF began the Mayors and Local Municipalities conference with a round table about **smart communities and town centers taking on board telecoms hardware.**

The various speakers presented their visions and practical solutions developed together with TDF in support of elected officials for their smart community projects. Telecoms equipment blending in with surroundings, which is a key issue for local people, was discussed for a long time.



From left to right: 2021 Mayors and Local Municipalities conference: Jean-Louis Mounier, BU Towerco co-director; Romain Bourdais, Alta Space senior VP; Sylvie Le Guyader, Atos R&D Public Sector and Defense director; Xavier de Charentenay, Citelum Technical and Innovation director; Rachid Adda, Val d'Oise Numérique chief executive.

"It is absolutely essential that local municipalities select an impartial telecom network provider, who oversees all services. Local municipalities need to get involved but stay independent", Rachid Adda, Val d'Oise Numérique chief executive

Bridging the digital divide

Fiber training

In conjunction with rolling out fiber, TDF provides jobs to local people, is involved in occupational training and improves the job prospects of unemployed people.

Taking part in rolling out fiber infrastructure is a unique personal and job experience. This massive program aims to bolster the business appeal of French regions, especially rural areas, and helps foster further economic growth in respect of healthcare, schools, the environment, etc.

In Val d'Oise, TDF is involved with the Ecoen county training center called Hub Nikola Tesla.

In Les Yvelines, TDF partners EA ITEDEC, the Aubergenville Training Center.

In Anjou, TDF has opened three training centers.

In Val de Loire, TDF has developed two fiber profession mobile training platforms that it has provided to fiber vocational training organizations.

TDF commitments

We seek to support our suppliers who need specialized and trained workers.

We also undertake to help give disadvantaged unemployed people job prospects by training them in digital technologies



Bridging the digital divide

Fiber training

Our 2021 annual targets were exceeded and we adapted our offering to market needs.



Training manager Eric Florin

said: *"2021 training courses were on track. On top of delivering construction profession training, we developed courses to meet network operation needs, largely to ensure top quality network subscriber connection jobs".*

30 Available
training
courses

177

Trainees

57,111
Training hours

128,564
Induction hours



Bridging the digital divide

Fiber training



In Les Yvelines, TDF partners the Aubergenville Training Center.

The Île-de-France Regional Business Partners Employment Association ("CREPI") and Yvelines Fibre invited 12 jobseekers for a day of finding out about fiber jobs.

Program:

What is an optical fiber network?

How does it work?

What are the various fiber jobs?

What training courses are there?

What job opportunities are there?



This information meeting was held under the "Construction Profession Discovery in conjunction with the energy transition" program initiated by the PRIC (Regional Investment in Skill Pacts) and co-hosted by CREPI and Yvelines Fibre.

A meeting seeking to give jobseekers an idea about professions and real job opportunities that these future-focused industries will offer.



Bridging the digital divide

Fiber training



In Val d'Oise, TDF supports vocational training and jobseekers.

Val d'Oise Fibre partners **Hub Nikola Tesla**, a tech vocational training platform of the Val d'Oise Digital Association. To do so, Val d'Oise Fibre is quick to get involved in training and job-related events.

June 9, 2021 when the “equal opportunity bus” passed through the Persan community. Val d'Oise Numérique and Val d'Oise Fibre shared a stand to make young people aware of digital professions and present their training courses.



GRETA, DUCRETET & Académie des Télécoms run vocational training courses throughout the year based on the shared platform of Val d'Oise Numérique, which represents Villa Medici in France.



Bridging the digital divide

Fiber Training: Pass'Fibre

Since 2020, Pass'Fibre lets future applicants to sandwich courses try out a fiber technician job for a single day. This involves worksite visits and practical workshops on real-life cable pulling and fiber soldering at three Anjou fiber training centers in Baugé-en-Anjou, Segré-en-Anjou-Bleu, Doué-en-Anjou and now in Val de Loire.



Student benefits

- Training with qualification
- Corporate internship
- A job with a business partner

Business partners



Bridging the digital divide

Fiber training

Pass'Fibre reaches Val de Loire

In 2021, Val de Loire Fibre staff took advantage of job events and the advent of fiber to introduce secondary school pupils and jobseekers to fiber professions and real job opportunities in the fiber sector and to the Pass'Fibre.



Salbris,
October 22,
2021



Program:

- Visit to a Val de Loire Fibre mobile training platform used when learning about fiber jobs
- Presentation of an optical fiber network: how is it installed? What are the various fiber professions? What training courses are there? What job opportunities are there?
- Pass'Fibre presentation



Chinon, October 15, 2021



Bridging the digital divide

Fiber training: Pass'Fibre Figures



Pass'Fibre figures reveal how the scheme can make a real difference for local jobs.

26

sessions provided

119

trainees

Échemiré mayor Jérôme Pinson said: "The Pass'Fibre scheme needed job agencies and institutions to get heavily involved so that people not actively looking for jobs can find out about optical fiber professions. This is all about a really good opportunity for the whole region to learn about the market and jobs".

64

trainees on the *Parcours Fibre* course at the training center or with our business partners.



Bridging the digital divide

Fiber training with qualification

12

applicants

The new Fiber Technician sandwich course with qualification was launched in March 2021 at the Anjou Fibre training center in Segré-en-Anjou-Bleu.

- 9-month training course taught by *Académie des Télécoms* in partnership with Envol Segré and Siti Interim Angers.
- Applicants employed by Sogetrel and Polykabel, both Anjou Fibre partner firms for fiber installations in Maine-et-Loire.
- 3 trainees accommodated in the “Relais de Mise en grain” hotel in Segré for the whole course duration and paid for by Anjou Fibre.



The new 2021 trainees were welcomed by Olivier Chauveau, Segré-en-Anjou Bleu deputy mayor, the digital communication and service digitalization deputy manager and all partners who contributed to this great undertaking.



Sandwich course trainees were able to put into practice fiber connection techniques at worksites overseen by the partner firms Sogetrel and Polykabel.



Bridging the digital divide

Fiber training



To satisfy fiber rollout manpower needs, Val de Loire Fibre funds and operates two fiber mobile tech vocational training platforms.



In 2021, two mobile training platforms were used by four training organizations:

- AFPA in Tours,
- AFPA in Blois,
- Les Compagnons du Devoirs in Tours,
- Soginov

Coming to people's doorsteps, these roving training platforms are designed to foster local jobs and boost jobseekers' prospects to land jobs.

- Truck trailer
- 13 meters long
- Can take up to 12 trainees

Bridging the digital divide

Fiber training



Telecoms Network Installer training with qualification in Greta Val de Loire



This course introduces training center trainees to real-life conditions on a dedicated technical platform and on a worksite at Val de Loire Fibre partner firms for fiber installation in French counties Indre-et-Loire and Loir-et-Cher.

4

sessions

48

trainees

7

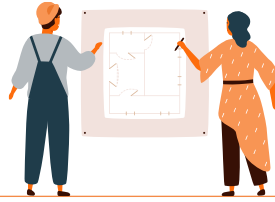
Average training
months funded by
AFPA and Greta Val
de Loire



2

International Labour Standards





We ask the companies to:

- Comply with freedom of association and collective wage bargaining rights.
- Help eliminate forced and compulsory labor.
- Encourage the effective abolition of child labor.
- Encourage elimination of any job and work-related discrimination.

2021 was a very active staff relations year at TDF. The company also strove to take steps to ensure staff safety and quality of life at work.



Working at TDF means

Talking

In 2021, we continued communicating with our people to support them in their daily lives:

- HR department emails to tell them about current rules and guidelines, aid schemes, mental health support and more
- Support and information webinars for all staff and managers
- Specific articles and more
- ...

40+ emails
Were sent to staff covering Covid measures and consequences.



Destinataires : tous les collaborateurs de TDF

COVID-19 : évolution de la procédure des cas contacts

Bonjour à tous,

Si vous avez été en contact avec une personne positive mais que [votre schéma contact est complet](#), vous n'avez plus besoin de vous isoler. Vous devez :

- [Réaliser un test immédiatement](#) ;
- Si le test est négatif, un isolement n'est pas nécessaire : vous pouvez [continuer à venir sur site](#) en respectant les gestes barrières ;
- Au bout de 7 jours (ou 17 jours si la personne positive est dans votre foyer) vous devez [réaliser un second test](#).

En revanche, si votre schéma contact n'est pas complet, la procédure d'isolement classique perdure.



Working at TDF means

Talking

When the pandemic was peaking, management's traditional New Year greetings were revamped and we came up with a ceremony for staff strictly abiding by covid guidelines.

January 11, 2021, a wholly online event was arranged.



Everyone was invited to attend live by PC, smartphone or tablet. The ceremony was also recorded so that those who could not attend, could play it back later.

Dreamt up as a TV show, the journalist-hosted event gave us a chance to review the past year and look forward to our outlook and goals for the new year.



1,200+ hits to the ceremony!



Working at TDF means

Being welcomed

Every new hire throughout the Group undergoes the same three-step induction program.

When they join, new hires receive a **welcome email from the HR Director** including a **welcome video** from the HR department plus an induction pack so they can find out about TDF's businesses and have access to practical and helpful details for their daily jobs.

"**TDF visits**" for small groups of new staff so that they see Paris region and other production sites, better grasp our business and operations, while fostering contacts and relations between them and local management.

"**TDF Evening** " so that everyone can get together in a friendly, informal and light-hearted setting and get to know senior managers and Executive Committee members on a personal level.

Due to 2021's pandemic, TDF Visits and the TDF Evening unfortunately had to be cancelled.

32 new hires in 2021



Working at TDF means

Being welcomed



Welcoming interns & sandwich course trainees

In 2021, 37 new interns & sandwich course trainees underwent two remote induction sessions in order to introduce them to the Company.

They were provided a dedicated communication line so they could chat between themselves since they could no longer meet up together on site.

Induction Packs

We give staff three induction packs as follows:

- Every new hire gets an induction pack that seeks to give all practical details for people's everyday jobs so they rapidly feel at home in the company
- Managers pack comprising best practices and real-life examples to help them assume management of their team
- Sandwich course tutors and trainee pack to help them cope with everything that comes their way during their work.



Working at TDF means Dialog

18 staff
agreements
were signed
in 2021

Covid did not affect talks with staff representatives. 2021 was a **very active staff relations year at TDF**.

Management and trade unions took covid precautions and adopted alternative ways to negotiate - Zoom meetings - and many agreements were signed including:

- **Compulsory annual pay bargaining** for 2021
- **Staff and business equality agreement**: more than just one negotiation, this was all about introducing new enduring **staff procedures that underpin TDF's business and financial success**. **Six agreements were signed** to bring about such equality:
 - Home working procedures
 - Manager working hours
 - Supervisor working hours
 - Compensation for long-haul travel
 - Time off account
 - Profit sharing breakdown
- **An initial agreement on disabled staff induction was negotiated and signed**

Meanwhile TDF held **elections in Polynesia and New Caledonia** to reappoint local staff representatives.



Working at TDF means

Working safely – Environment, Health & Safety (EH&S) Policy

TDF pursues business operations and operational targets in keeping with its values and EH&S regulatory compliance.

This commitment comes from top down in the company based on a charter that everyone can view.

The charter and the policy represent our pledge to adhere to EH&S regulations and improve.

The EH&S policy is based on the following risk management issues:

- Health & Safety,
- Labor conditions.
- Facility Security,
- Environmental conservation.



Working at TDF means

Working safely - DUER

The 'DUER' (standard risk assessment form) is updated every year pursuant to regulations.

Preparing prior year results gives staff guidance for updating the coming year's prevention plan.

In 2021, ten DUER taskforce meetings were held with CSSCT (H&S and labor conditions committee) members that resulted in:

- Separating “Helicopter” risks from “Mechanical handling” risks - 34 risks
- Updating all job and risk sheets
- A review of assessments with focus on Risks/Activities/Jobs
 - Risks: driving, handling, max output, covid, radon
 - Activities: insourcing work and site negotiation

Actions were included in the 2022 Prevention Program.

Staff are entitled to view such work in a dedicated EH&S Intranet section.



Objective:

Zero serious accidents



Working at TDF means

Working safely – MESUR (effectively manage safety by using recognition)

MESUR visits come on top of TDF's existing risk analysis steps, namely analyze work accidents / near misses and DUER.

Objectives

- Improve operational safety in practice to prevent accidents by strengthening *Best Practices* and taking action on *Practices at Risk*
- Continuously improve risk control and manager and staff safety practices
- Develop everyone's ability to act on their level to better control risk
- Prefer to take immediate on-site action

70 MESUR
visits in
2021

This is a proactive way to make safety an individual and collective behavioral issue bringing about future improvement.

It is based on a scheduled production site meeting between a manager and a technician that covers observing tasks, analyzing risks and reviewing best practices and weaknesses to improve.

Carrying out corrective action arising from MESUR

Visits is reviewed and reported on once a year.



Patrice Bargas, South-East Region Director, said: "A MESUR visit gives management and support departments a chance to assess how far operational staff have taken on board prevention measures. This is a one-off time of standing back and looking hard at safety which everyone involved very much appreciates".



Working at TDF means

Working safely - workplace first-aiders

TDF has a network of
298 workplace first-aiders.

- The team is run by EH&S managers in each region.
- Workplace first-aiders undergo regularly updated **first aid training** so they can intervene as fast as possible whenever there is an accident, fall or medical emergency at work.
- Flash news, including a reminder of proper steps to take, are regularly sent to them to keep them aware of latest first aid best practices.



In 2021, a new maintenance control procedure was introduced for the stock of outside automatic defibrillators.

TDF has equipped office sites with outside automatic defibrillators. 2021 featured improvements in annual control and maintenance procedures.



Working at TDF means

Working safely - Subcontractor safety audits

Under the Group EH&S policy, TDF engineers carry out safety audits at subcontractors' premises.

The purpose of such audits is to:

- Build a H&S culture among subcontractors
- Ensure subcontractors working at TDF sites comply with safety rules.
- Shut down worksites where a serious and imminent risk is found

606
safety
audits
carried out
in 2021



Eric Chargy, TDF Group EH&S Manager *"TDF keeps a close eye on big safety issues at outside firms, which helps bring about future safety improvements. We've noticed the number of 2021 accidents was similar to 2020. A one point increase in worksite stoppages to 6% caused us to step up safety procedures, including a registered letter sent to firms at fault calling on them to take corrective action and sharing safety points with external and in-house customers. Staff involved have a positive attitude and have really bought into the safety measures. They feel personally involved in preventing accidents".*



Working at TDF means

Working safely - Safety Weeks

Safety Weeks are organized every year by H&S managers in all regions. The purpose is to foster risk prevention among on-site maintenance staff.

The operation comprises two sections as follows:

- A section listing periodic checks of personal anti-fall protective equipment and vehicle emergency buttons, etc.
- An event section focusing on **one or two key themes**.

In 2021, covid disrupted the smooth running of safety weeks.

A communication campaign made up for the disruption: 19 news flashes issued including

- 6 accident bimonthly bulletins
- 6 EH&S news flashes
- 4 Work First Aider quarterly news bulletins

“Relax’des yeux” campaign

How should we deal with excessive screen exposure, especially when home working? An eye yoga initiative so that relevant staff relax their eyes was introduced. This turned out very popular and the training department will put it on to the TDF University list of courses.



Working at TDF means

Working safely

In 2003 we introduced a procedure to protect staff from electromagnetic fields that is based on current and constantly changing regulations and standards.

Several steps were taken in 2021 based on the 2020 “Staff exposure to electromagnetic field risk prevention at TDF sites” policy.

- Rules were updated to latest technologies and prevention tools
- Rules were applied to indoor exposure technologies
- 5G safety limits were studied in liaison with mobile phone operators
- EM field measuring and related tools (e.g. databases, new measure datasheet) were enhanced
- A new supplier of protective suits and EM field measuring devices was sought.



Measure results are forwarded to our design/ installation project managers. EH&S managers establish related guidelines and issue them to relevant production TDF and subcontractor staff.



Working at TDF means

Working safely

TDF and its partners conduct studies into electromagnetic exposure.

Nature of indoor exposure

In 2020, together with Télécom Paris and based on Chaire C2M, TDF undertook a study on the **nature of indoor exposure**. The study factors in both exposure from indoor equipment and that from very high local use of handsets. The places under review were mostly underground metro stations, buildings etc.

The study consists of analyzing exposure data caused by ceiling and panel antennas vs mobile phone exposure based on traffic volume and type, switched on/off antennas and mobility vs fixed points.

Since 2017, TDF sponsors *Chaire C2M*.

<https://chairec2m.wp.imt.fr/partenaires>

In 2017 together with Chaire C2M, we started writing a thesis about the nature of exposure to electromagnetic fields in masts. Research, the initial findings of which were presented at BIOEM 2019, ended up at a ratio between exposure limit numbers, which cannot be measured on site, and electromagnetic field levels, which can be measured on site.

The study's results were published in the specialist trade magazine Bioelectromagnetics <https://onlinelibrary.wiley.com/doi/10.1002/bem.22391>.



Working at TDF means

Working safely - Outdoors taskforce



In 2021, HUMAPP turned its attention to adapting prevention recommendations depending on covid status.

Regular sharing of best practices underpinned moves to standardize procedures in the industry.

Various trade union representatives unanimously welcomed the fact that large companies stepped up to the plate and took effective measures to cope with the covid crisis.

In view of its business operations, TDF sits on the French telecommunications accident prevention monitoring commission reporting to HUMAPP*.

This joint commission is tasked with reporting latest relevant issues.

Our action in this regard is a great help for large and small telecoms businesses.

*"HUMAPP (formally Unetel-RST) is a professional organization formed as a corporate association, with a remit to ensure the interests of telecoms companies are respected in staff relations. *source <https://humapp.com/>*



Working at TDF means

Working safely – Operator meetings

Every year, TDF safety managers and mobile phone operators meet up to talk about their common safety problems and share best practices.

In 2021, talks related to the following topics:

- Business continuity plan during the pandemic,
- Feedback about serious accidents in the industry,
- Asbestos: results of findings as of end 2021, pre-work findings,
- Interim: attendance rules during inspector visits for standard prevention plans,
- Preventing accidents,
- Radon risk,
- Listed and unlisted TDF site safety monitoring procedures,
- Mobile operators issue reduction agreement update project,
- Safety intervention after a fire section,
- Review of project safety awareness courses

3 discussion
meetings were
held in 2021



Working at TDF means

Working safely - Road safety



In 2018, we joined the Rhône Road Safety Corporate Association and made seven road safety pledges.

In 2021, we attended three meetings where association members talked about their various experiences and actual implementation of road safety steps in line with cross-ministerial guidelines of the government's 2018-2022 Plan were monitored.

The May 17 to 21 Safety Week came with a daily news flashes boosting awareness of "5 days, 5 issues":

- Falling asleep at the wheel;
- Dangers of taking drugs and driving;
- Bicycles, scooters and more: how to ride well on two wheels;
- Why and how to maintain your car? ;
- Importance of maintaining a safe distance.



Working at TDF means

Wellness at work

In May 2018 we signed a quality of life at work agreement with our trade unions.

Under this three-year agreement, Quality of Work Life (QWL) is given prominence in the Company's HR practices. QWL aims to foster individual and collective staff well-being with a view to boosting long-term performance. Our commitments under the agreement cover:

Raising everyone's involvement in promoting QWL by introducing a specific training course for all senior managers and executive committee members on managerial skills, the right to switch off and mental health risk prevention.

Work/life balance by ensuring a right to switch off from work or to choose the connection method by issuing a charter, and offering homework as an option.

Staff health and well-being including information meetings and preventive steps about mental health risks and road risks, while fostering teamwork by running expression groups.

Quality of workplace seeking to design a standard workplace model for future sites and redevelop regional offices and sites including connectivity enhancements.

Promoting charitable activities (donating days off) and social pledge

- Additional leave permitted on full pay for military reservist employees
- Joint activities continued with the French army disabled veterans charity which aims to help them find jobs



Working at TDF means

Wellness at work

Make everyone a player in improving QWL

TDF supports all senior managers with a skills development scheme.

- An online mobile learning "New QWL-based Management Style" course
- Outside consultant-run workshops addressing:
 - Management emotional intelligence
 - Mental health risk prevention
 - Managing workload
 - Work / life balance
 - Nurturing, developing and retaining staff

Switch-off and connection method charter

TDF has a **switch-off and connection method charter**. We want everyone to have the freedom to plan their working hours as they see fit.

The right to switch off applies to **all Company staff** including permanent, temporary and sandwich course employees.



We have introduced a staff hotline in order to prevent mental health problems.



Working at TDF means

Wellness at work

French Quality of Work Life Week (QWL)

More than ever, the June 2021 Quality of Work Life Week was a big deal at TDF.

Since the original covid outbreak, the mass take-up of home working has hit face-to-face collective working and communal office life hard.

So the theme of the QWL week was “Working Together”.

Semaine nationale
pour la Qualité de Vie au Travail



Découvrez le programme :

<p>Challenge de marche à pied :</p> <p>Du 14 au 18 Juin</p>	<p>Fil rouge Klaxoon :</p> <p>Travailler ensemble : quelles sont vos bonnes pratiques ?</p> <p>Du 14 au 18 Juin</p>	<p>Webinar de l'ANACT :</p> <p>Travailler ensemble : quels enseignements tirer de la crise sanitaire ?</p> <p>Lundi 14 juin à 9 heures sur inscription</p>
<p>Webinar de l'ANACT :</p> <p>Management entre télétravail et site : comment faire équipe ?</p> <p>Mardi 15 juin à 11 heures sur inscription</p>	<p>Zoom sur les outils collaboratifs</p> <p>Teams et Klaxoon</p>	<p>Lutter contre la sédentarité au travail</p>

Program:

- 2 webinars about lessons drawn from the covid crisis and remote management;
- A “walking” challenge;
- An overriding theme “what are your best practices” giving staff a chance to share their ideas and tips for remote working together;
- Fun videos to combat lack of exercise.

Working at TDF means

Wellness at work

New remote working organization agreement

TDF has allowed home working since 2012. In order to learn lessons from covid and make organizational procedures more nimble, on May 12, 2021 management and trade unions unanimously signed a home working agreement.

- Looser eligibility criteria
- Up to 3 days a week of remote working
- On-site presence at least 2 days a week to maintain collective office attendance
- Meal vouchers granted for home working days
- A monthly bonus and a 1st installation bonus paid

As of November 2021, TDF had
855 home workers out of 1029
eligible employees



Working at TDF means

Wellness at work

TDF came away with the "2021 Best Employer Brand" prize at the LinkedIn Talent Awards prizegiving ceremony held on Tuesday November 23, 2021.



HR and communication teams

LinkedIn Talent Awards rewarded TDF for its involvement in building a top-class employer brand seeking to strongly engage with its staff.

TDF Group was assessed over the period August 2020 – August 2021, based on the following criteria:

- Number of website corporate page views;
- Growth of corporate page followers;
- Engagement rate of posts from the corporate page;
- Percentage of Group staff job transfers.

LinkedIn Talent Awards reviewed 1,250 companies including **290** in the **1000-5000 employee category**, in the “Best Employer Brand” category.



Working at TDF means

Equality: 2020-2022 gender equality and parental entitlement agreement.

In November 2019, we signed a new staff agreement to uphold gender equality at work and parental entitlements. All trade unions signed this agreement.



With a three-year term 2020 to 2022, this agreement adds to existing staff benefits. It covers six broad topics as follows:

- Hiring,
- Training,
- Career development,
- Pay,
- Parental entitlements,
- Corporate culture.



Working at TDF means

Equality: 2020-2022 gender equality and parental entitlement agreement.

New agreement's headline measures

Equality at every career step

Recruitment

Goal: hire more women to male-dominated jobs by turning to both outside recruitment firms and stepping up in-house job transfers.

Sponsoring charities like **Elles Bougent**, and school and university partnerships will be ramped up to boost the number of women in jobs mostly taken by men.

Career development

Goal: at least one woman on every management committee and that the proportion of women on every management committee is at least equivalent to the overall share of women working for the Company (2020: 22.7%).

Pay

Goal: men and women earn the same amount and improve the job equality index result. A specific budget was set up to make up for any pay gaps in conjunction with the annual compulsory pay bargaining process.

Working at TDF means

Equality: 2020-2022 gender equality and parental entitlement agreement.

New agreement's headline measures

Supporting staff in their parental lives by enhancing their QWL

When on maternity leave, women can **reduce their weekly working hours** and have equipment to work from home. Maternity leave has been extended by four weeks to a total of **20 weeks**.

TDF staff parents can now claim **one month longer parental leave at 50% of basic pay**.

TDF rolled over its contract with the Babilou corporate nursery chain. This now entitles TDF staff to **thirty places** in the nurseries for their 0 to 3 year-old infants.

Since 2020, TDF is signatory to the #Parental Act.

Under this scheme, a second parent is entitled to one month paternity or adoption leave on full pay.

L'ÉGALITÉ SE CONSTRUIT ENSEMBLE

Nous nous engageons à appliquer un congé deuxième parent d'un mois 100% rémunéré



#PARENTALACT



Working at TDF means

Equality: 2020-2022 gender equality and parental entitlement agreement.

New agreement's headline measures

Building staff awareness of equality at work and combating all forms of discrimination and stereotypes.

March 8 through 12, 2021, the **second equality at work and parents week** was held in Company premises when all staff learned about these issues. This week involved several events and memos as follows:

- Themed memos on various steps taken including participation in the InnovaTech Challenge together with the Elles Bougent charity
- A conference to learn how to properly deal with being online too long at work and at home, which we put on with our partner Babilou
- Focus on the equality index and TDF's results,
- Presentation of our sponsorship of the "Elles Bougent" charity and two interviews with the charity's mentors,
- A parents memo and launch of a campaign to distribute baby cots



Working at TDF means

Equality

As required, TDF has released its gender equality index.

94/100

The index is calculated out of 100 points based on the following indicators:



39/40
Écart salarial



20/20
Écart d'augmentations
individuelles



15/15
Écart dans les
promotions



15/15
Augmentations au retour
de congés maternité



5/10
Présence de genres parmi les
plus hautes rémunérations

Our top class score bears out how our HR policy promoting gender equality that we introduced several years ago is paying off.



Working at TDF means

Elles bougent

Equality

As part of our gender equality policy, we have signed up to the "Elles Bougent" charity, which strives to encourage girls to opt for science/engineering studies and jobs and to debunk preconceived ideas about male professions.

In 2021, our mentors participated in the **following actions** :

- Various webinars to present their experiences and projects to several engineering and technical schools;
- InnovaTech where young girls designed an innovative product with two TDF mentors;
- Visit to the Romainville campus site under the Smart City Week.

We have 14
Elles
Bougent
mentors



Yolande Torino, South-West Region Director, said: "Workplace gender equality is a huge issue. Our self-esteem from when we were tiny children comes into play big time. Boys and girls need to see how they fit into the world in the same way and to ignore pre-conceptions that hold them back. This is a big ask! There are still industries or professions closed to women but the more women knock on the door the less they will be able to keep them out. In this regard, TDF has decided to promote gender equality by teaming up with the Elles Bougent charity, which encourages secondary school and student girls to opt for science/tech education and professions that men currently dominate."



Working at TDF means

Embracing diversity

September 28, 2021 TDF signed its first disabled staff induction and ongoing employment agreement with 3 goals

Induction

Goal to make it easier to hire disabled people reaching 4% of disabled staff by end 2024 (i.e. 15 new hires per year over the three years of the agreement).

Recruiters (managers, HR) will also undergo training on this matter.

Support

Goal to improve disabled staff quality of work life:

- Arranging the workplace environment and organization;
- Paid days absent for administrative and medical purposes;
- Financial aid for travel, equipment etc;
- Equality of training and career development opportunities.

Awareness

Goal to build workplace disability awareness among all Group staff via in-house information campaigns:

- Annual attendance at SEEPH;
- Staff training and awareness building;
- Forge partnerships with charities.



Working at TDF means

Embracing diversity



In November 2021, we once again signed up to the European Disability Employment Week (EDEW).

In view of covid lockdowns, actions were coordinated remotely:

- **Awareness** via cartoon videos debunking preconceptions about disability
- **Interactive quizz** to test and build knowledge about disability
- **Mentor search** campaign to support disabled young people teaming up with ARPEJEH
- **Animated video** to present the new disabled staff agreement
- **Disabled staff identification** campaign



Working at TDF means

Embracing diversity



Since 2018, TDF sponsors the charity *Arpejeh*.

The charity

Arpejeh, a charity under the French 1901 Act, is active in finding jobs for disabled school pupils and students, equality of opportunity and diversity.

In November 2021, during the European Disability Employment Week (EDEW), a mentors search campaign was launched within TDF.

In 2021, 2 TDF
people were
involved
helping
youngsters.



Working at TDF means

Personal development



In-house job transfers are a genuine opportunity for all our people.

We support in-house job transfers featuring them prominently in our HR policy.

Our investment in our people resulted in **115+ in-house job transfers in 2021.**

New tools have also been introduced to **encourage job transfers:**

- A new TDF job transfer website
- A job transfer card and a “My Career” guide
- A named business advisor
- “Proud of my job” online video
- Webinars structured around job transfers

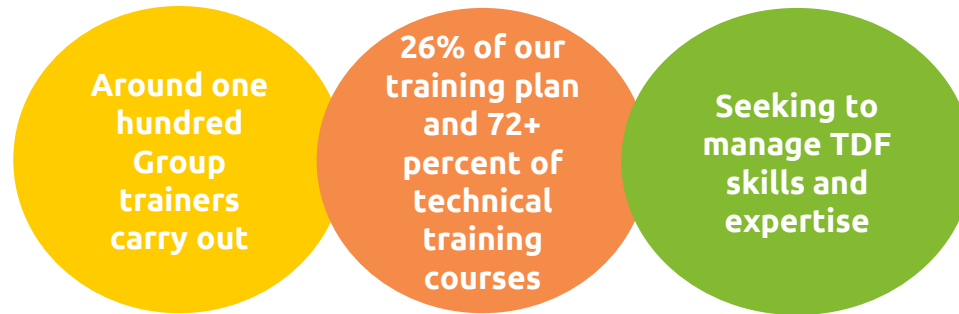


Working at TDF means

Personal development



TDF University supports Group trainers in digitalizing content and putting on regular innovative events that promote educating, running and talking about best practices.



In 2021 TDF University's achievements included:

- Adding value to the business by training operating staff on new high altitude installation jobs and services;
- Supporting procedural change by offering fully remote courses including home working;
- Upskilling Group staff who change jobs within the Group.

TDF 2021 training

- €3.84 million spent on training
- 70+% of staff underwent training
- Average 21 hours training per employee



Working at TDF means

Helping others

TDF sponsors the charity *Article 1*

4
mentors

8 hosts

The charity

Article 1 gives aid and support to pupils and students from deprived backgrounds to succeed at school and jobs. Since 2014, TDF sponsors *Passeport Avenir* that in 2018 was renamed *Article 1*. Article 1 was formed from the merger of two charities that used to combat inequality of opportunity. Through its activities, the charity seeks a society where career choices, academic success and jobs do not depend on social, economic or cultural origins.



TDF people may sign up as **mentor** to support a student throughout their university studies, give them confidence and self-belief that they can **host** group workshops that Article 1 puts on to raise young people's awareness of the business world and actively help them pursue their personal career path or give them practical advice on how to get ready for *Grande Ecole* (elite French universities) oral entrance exams.



Working at TDF means

Helping others: Jury Aide

Founded in 1990, *Jury Aide* gives financial aid to France-based TDF Group employees, who want to get involved in all forms of community life including culture, sports and charities. In 2021 *Jury Aide* handed out aid to six people.

The funds raised will help to:

- Manufacture a pedal joëlette so that disabled people can participate in sporting activities like hiking and more (*Handicap Evasion* charity);
- Buy new sea emergency services gear like first-aid kits looking forward to the 2024 Paris Olympics (*Société nationale de sauvetage en mer*);
- Put on sports, social or cultural events in order to raise funds that will be paid on to *Mécénat Chirurgie Cardiaque (Auvergnats du Cœur)* charity);
- Launch a charity providing triathlon training (*Le Chesnay Rocquencourt Triathlon* charity);
- Finalize development of a web app that helps volunteers caring for homeless people (*T-BOX 31* charity);
- Contribute to medical, equipment and school costs for a child in Benin (*MERVEILLES* charity).



Working at TDF means

Helping others: Jury Aide, focus on our participation in the COMOSEH project

In 2020, in conjunction with TDF's Jury Aide partnership, the COMOSEH project (aid to modernize Haiti's education system) carried out by the Jean Garreau charity received €1,200 aid to work on improving real-life conditions of children and staff of the *Foyer D'accueil de Notre Dame* home in Lamerchie Haiti. Focus on the project that was completed in 2021:

The COMOSEH project covered:

- Installing a solar power system to pump water and power lighting in one location;
- Introducing a drinking water system.
- Building toilets and waste water drainage,
- Managing school canteens and launching school gardens.

This modernization project was essential for children to be able to learn as best as possible.



"I've worked for the Jean Garreau charity for a dozen years or so. The charity supports orphans from the village Léogane. This orphan support project touched us because it lets us improve the everyday life of kids by giving them electricity, drinking water and toilets. Thanks to our aid, we've completed the project successfully. We're really happy and grateful to Jury Aide 2020."

Muriel Roche-Pinault, Operational Project Coordinator



3

Environment





We ask the companies to:

- Take a precautionary approach to environmental issues.
- Take the initiative to promote greater environmental responsibility.
- Foster development and spreading of environmentally-friendly technologies.

In 2021, we continued to take action to cut energy consumption by installing solar panels on our telecoms masts.



Equipment camouflaging

We have a very large stock of sites throughout France's urban and rural areas. When necessary or recommended by French certified architects, we camouflage our antennas to blend in with the surroundings.

Equipment camouflaging means broadcasting sites can either have a specific look or blend with surrounding buildings.



14 2021 rooftop camouflaging



Site camouflaging solutions vary considerably.

We may focus on color matching, e.g. antennas against a building facade or vary a mast's paint, play with the physical shapes, e.g. antennas built into buildings, or reorganize areas, e.g. land development. This is all about minimizing the equipment's visual impact by first, focusing on selecting the right location in a property complex and second, choosing less visually striking equipment - use of special structures or putting equipment together in the middle of a rooftop and so on.

Equipment camouflaging

In 2021, TDF adopted equipment camouflaging for overseas sites like here in Polynesia.



Equipment camouflaging

During the October 2021 Mayors and Local Municipalities conference, TDF and Alta Space signed a partnership



Under TDF's partnership with Alta Space, the green columns creator presented one of its exclusive green columns at TDF's stand.

This ground-breaking product allows us to blend telecoms network hardware seamlessly into the urban surroundings by placing it at the top of green constructions.

Cut energy consumption

Since our 2011 digital switchover and we stopped servicing analog TV that heated up our transmission rooms, we have introduced tech solutions to maintain an acceptable ambient temperature in our premises so that employees can work in comfort and production buildings do not deteriorate.



TDF continues to study various ways to use renewable energy.

However, we should point out that our departments delivering 24/7 services need a constant and totally reliable source of power. This requirement means that it is tricky to use self-generated wind or solar power systems let alone hybrid systems.



Cut energy consumption

HVAC box rollout

We continue to install HVAC boxes at our sites.

This means that production sites can apply *free cooling*.

HVAC box benefits

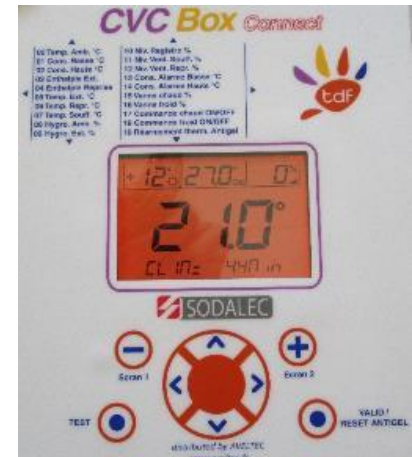
- Halves energy consumption or more
- Gives off alarms whenever there are heating, ventilation or air conditioning faults
- Rapidly triggers technician interventions

CVC Box Connect

CVC Box Connect lets staff view remote HVAC box data, change settings, diagnose faults and view a 1-year history of the logbook.

110 HVAC boxes are now operational in our production sites.

Eventually 150 HVAC boxes will be installed.



Marseille

3 HVAC boxes were installed at the Marseille Etoile site. This job meant that heat could be recycled and the oil-based heating system done away with.

As a result, 30,000 liters of oil per year are no longer consumed.

Cut energy consumption

28

Solar panels

sites had solar panels as of end 2021

In 2021, we began to install solar panels at these new production sites.

Solar panels were trialled at six production sites starting in 2019 assisted by IoT sensors installed on masts in order to accurately measure actual energy generated by the system. We have now installed the panels drawing on skills of our subsidiary ITAS, and they are eventually expected to save over 45 tons of CO2 per year.



Solar panel facts

- 10 solar panels per site, each with nearly 4kWp generating capacity
- We installed sub-counters on each site to analyze power generated and consumption of customers' hosted hardware
- Customers are also allowed to set up their hardware under our solar panels. Placing hardware in the shade reduces power required to keep computer rooms cool.



Cut energy consumption

Airway beacons

Ultra-high masts or those that reach controlled airspace are legally obliged to have day and night lit beacons to warn civil aircraft about an obstacle.

Every year, we replace old beacons by high- and medium-power LED lights on a few masts.

In 2021, beacons were added to three broadcasting sites: Limoges Les Cars, Bordeaux Bouliac and Alençon.



This energy efficiency and security innovation means we can:

- Modernize our facilities
- Reduce the mast's maintenance work in view of improved reliability
- Halve energy consumption
- Cut costs

Waste management

We pledge to control waste produced and to maximize waste recycling. The Company's offices and operational sites produce 12 broad sorts of waste. Responsible waste management is a regulatory, environmental and business requirement. Our policies and procedures satisfy transparency and traceability requirements.

Throughout 2021, we handled 166 tons of waste



112 tons of
non-
hazardous
industrial
waste



54 tons of
recycled
green waste

Recyclable waste largely
comprises electric and
electronic waste, cardboard,
ironwork and wood (incl.
pallets)



Hazardous material management

Ion detectors

In 2021,
The program was
completed depending on
regulatory deadlines.

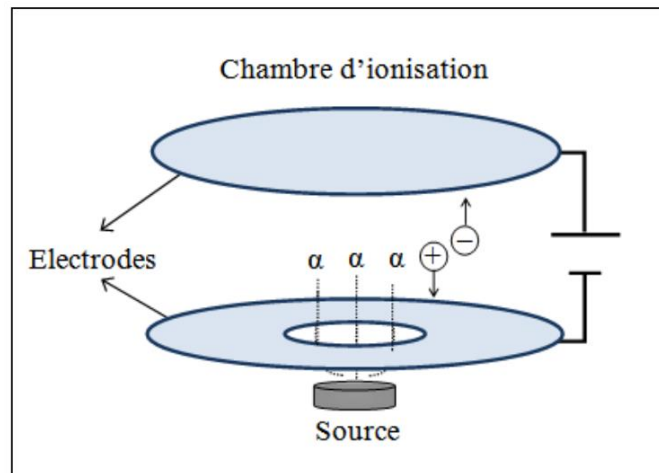
Since 2016, we have replaced Ionization smoke detectors at our production sites with photoelectric sensors.

To do so, the French Nuclear Safety Authority's listed suppliers provide us support.

Why replace ion detectors?

Ionization smoke detectors can be found at 40% of our big sites. They contain a radioactive element, which is no health risk for employees in the premises provided the detector is in good condition.

Functional diagram of an ion sensor



- ✓ Completed removal at 50 active on-site plants
- ✓ Completed removal at 90 inactive sites

Hazardous material management

Environmentally protected facilities

After the French Environmental Code issued updated specifications of environmentally protected facilities, in 2017 we launched a program to list all such facilities, update related documentation, prepare a data inventory, make statements compliant and in 2020, we completed all biannual audits.

In 2020 and 2021 following changes in the threshold of all sites, what led to 23 environmentally protected facilities no longer falling under the threshold, was investigated. Meanwhile, site audits continued and we launched compliance programs as necessary.



Nicolas Ribault, North East region EH&S manager, said: *"The third pillar is to enhance our facilities in terms of generator set power and changes to oil heating systems that eventually will be replaced by heaters or other more sensible systems in terms of fossil fuel energy consumption".*



Hazardous material management

Asbestos & radon

Asbestos

TDF outsources work on **asbestos** containing materials and products to regulatory certified companies complying with personal safety requirements.

In the light of developments in our operations, we issued a new safety policy in 2016 to prevent risk of exposure to asbestos. In 2020 we conducted a site safety campaign involving asbestos removal and encapsulation at 518 sites.

2021 goals were to make official statements compliant, place under periodic surveillance AC1 and AC2 sites, arrange compulsory periodic audits and carry on with asbestos removal and encapsulation operations, which was all completed.

Radon

In 2021, we began a radon risk assessment of our sites.

We have installed radon rate measures at 60 sites.

Area 3: measures were redone following corrective action at 11 sites, a sample of small production sites.

Area 2 for the first time: offices, sites with underground.

Sealing work even if exceeded regulatory limits found.



Hazardous material management

Clean-up in Reunion Island

In December 2020, a fire broke out in the Piton Maïdo zone that destroyed several acres of greenery and operator locations including TDF's one. TDF offered to carry out the entire clean-up during 2021.



Maïdo site following the fire



Maïdo site after clean-up work
looks good once again



Mitigating high-altitude risk

Airway beacons and drones

Night-time airway beacons require close surveillance of operational faults in order to issue alerts and trigger repairs if they break down.

In 2020 and 2021, the “Remote Beacon Management” system was reviewed at 87 sites with no breakdowns over the last two years



The Group uses drones to reduce risks of high altitude interventions or to reach places hard to access. They take photos/videos for sites to be assessed:

- Regulatory analysis is well on track
- Risk prevention for neighbors
- 8 remote pilots trained
- We wrote and introduced a drone use policy at our sites.

Green space management

Best practices charter

Under the Maine-et-Loire fiber rollout carried out by TDF subsidiary Anjou Fibre, the *Département* (French county), the Maine-et-Loire mayors association, Anjou Numérique and Anjou Fibre signed a **green space best practices charter for areas next to telecoms lines.**

Signatories pledge to join forces to

- Carry out reasonable trimming that preserves all hedges and ditches,
- Facilitate fiber installation,
- Maintain telecoms networks in good condition.

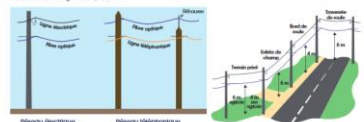


Le fleg des câbles de fibre optique utilise au maximum les infrastructures existantes pour permettre un déploiement rapide tout en limitant la gêne occasionnée et les coûts de travaux :

- en souterrain, via notamment les fourreaux existants de l'épaveur historique Orange, de Mutiel et des collectivités ;
- en aérien, avec l'utilisation principalement des supports bois ou métalliques d'Orange supportant le réseau téléphonique en cuivre, ou plus rarement des poteaux béton ou bois gérés par ENEDIS, supportant le réseau électrique haute tension.

POURQUOI ÉLAGUER ?

Les plantations situées à proximité des réseaux câblés nécessitent une surveillance et un entretien régulier. Si proches des câbles, elles peuvent provoquer un mauvais fonctionnement, voire en cas de brèvement ou de chute de branches une interruption de service. Les végétaux peuvent également gêner ou empêcher l'accès aux poteaux.



QUI DOIT ÉLAGUER ?

Si les plantations sont implantées sur une propriété privée et que les distances entre les branches et les lignes ne respectent pas la réglementation (voir Barèmes ci-dessous), des conformément à l'article L.51 du Code des Postes et des Communications Électroniques (CPCE), il est de la responsabilité du propriétaire du terrain, du fermier ou de leurs représentants, de prendre en charge les opérations d'entretien des câbles d'un réseau ouvert au public, telles que la débroussaillage, la coupe d'arbres et l'élagage des tiges, devant être réalisés régulièrement afin de prévenir tout dommage aux réseaux.

À DÉBUT D'ÉLAGAGE, LE DÉPÔSITION DE LA FIBRE SUR VOTRE COMMUNE PEUT ÊTRE REPONSE. Un Communauté d'Agglomération doit s'assurer qu'il n'y a pas de risque d'impact sur les réseaux existants.

We also produce several standard documents and educational flyers so that local municipalities can effectively carry out marketing to owners and businesses in their communities. What's more, a trimming expert per community oversees implementation and monitoring of trimming operations.

Green space management

In Nancy, TDF and France 3 Lorraine staff share a building and green areas. The joint owners decided to repurpose the entire green area converting it into two mini urban forests. The mini forest land development was carried out based on botanist Akira Miyawaki's* method.

New trees were planted into four square meter units. And so several hundred tree species of diverse sizes will soon be admired. The ground will be covered by grass and pedestrians will be able to walk a path surrounded by plants and trees.

When the trees were planted, any willing staff were able to do their bit for the project.



*Inspired by forests' natural regeneration, the Miyawaki method seeks to give rise to native forest from local indigenous plants.



Biodiversity

Organic livestock pasture & bee hives

Since 2016, TDF has been studying options to put the grass land of its production sites to a different use.

In mainland France,
17 hectares of green
areas now host
goats, sheep and
horses.



TDF hosts 2 bee hives,
one in the Paris region
and another in Guyana.



In Mayotte, zebus
take care of
mowing the
Badamiers site
lawn.

Biodiversity

A kestrels nest

In 2021, an artificial nest was placed on the Cesson Clos-Courtel tower near Rennes to give a home to a pair of kestrels.

A pair of kestrels, a protected species, nested in a pathway of cables at TDF's Clos Courtel site in Cesson-Sévigné. Putting the kestrels in this place required us to rearrange the layout and postpone operations by several weeks in 2020.

In order to reconcile our business needs with the kestrels' presence, we turned to experts from the French government's land and sea wildlife department (DDTM) and the French wildlife office (OFB) in order to find a lasting solution.

A wooden nest built by the Ille-et-Vilaine birds protection league (LPO) was installed in the tower placed some distance from any machinery and away from ground predators.



Four chicks were born and flew their nest on June 8, 2021

4

Combating Corruption





We ask our companies to take steps to combat all forms of corruption including extortion and bribery.

In 2021, we continued to step up our anti-corruption training focusing primarily on purchasing. .



Anti-corruption

In 2021, TDF Group tightened its anti-corruption rules.

Training courses continued and face-to-face training resumed.

650 trained
employees as
of end 2021

Anti-corruption courses comprise 50% theory and 50% practice.

Scenarios selected are based on real-life situations akin to situations that Group staff may actually have to face.

As part of the international anti-corruption day, we remind our people of the Group's commitments and all anti-corruption policies.



Anti-corruption

Every year we produce a chart of corruption risks

The chart is reviewed by the Audit Committee and shareholders.

First risk chart
completed in
2013, four years
before the
French Sapin 2
Act was
introduced

In 2021, the chart was updated for corruption risks including corruption scenarios stated in the Code of Ethics.



Anti-corruption

In 2021, we tightened the purchasing section of our anti-corruption policy assisted by our professional suppliers' analysis and a risks chart specific to purchasing. Management's risk management measures are proportionate to risks arising in practice.

Pursuant to the risks chart, analysis is regularly performed of criminal convictions, sanctions, negative media coverage and more by using world media sources. The results of such analysis are factored into purchasing decision procedures.



François Dusséqué, Group procurement director, said: "On top of risk mitigation, this work gives us a chance to take a new look at our suppliers and shed further light on our supplier relations".



5

And more...



ISO 27001 & Medical Record Hosting certifications

Early 2022, our datacenter offering was Medical Record Hosting (“HDS”) certified and Bureau Veritas Certification issued us with an ISO 27001* certificate.

These certifications attest to our capacity to offer our customers secured IT hardware hosting facilities in our four datacenters.

These audits confirmed that our IT security controls work well and comply with regulatory, data security and IT facility quality requirements.



Certified
ISO 27001 in
2015 and
HDS in 2022

Ongoing
continuous
improvement
activities

Audits of the
Montrouge head
office, the Lilas
TDF Campus and
the Rennes & Lille
datacenters

Data security
certificate
confirmed

*ISO 27001: management data security system



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