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# Human resources charter

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## ANTICIPATING

In order to be strategic key players,  
at the forefront of change



## WELCOMING

Successfully identifying, attracting  
and selecting staff, and forging loyalty among them



## RECOGNISING

Assessing the skills and performance of every team  
member and ensuring that the rewards match the results



## DEVELOPING

Supporting and encouraging  
the career advancement of each employee



## SHARING

Operating as a network in order to meet  
the challenges of tomorrow



## RESPECTING

People...our company's best asset

## Anticipating

In order to be strategic key players at the forefront of change

**More than ever before, our effectiveness and efficiency are dependent upon our capacity to plan and anticipate change in order to :**

- Adapt our organisation, our staff and our resources to changes in our activities,
- Maintain our competitive edge,
- Satisfy our clients more quickly and more efficiently than ever

**Our managers and supervisors are key players in the change process.**

**It is their responsibility to :**

- Anticipate economic, technological and social change through an ongoing monitoring process,
- Introduce a system guaranteeing the forward planning of jobs, skills and organisational aspects
- Carry out recruitment with an eye on the future, regardless of the economic situation in order to ensure that we have a vanguard of young employees able to take the company forward when their time comes,
- Constantly seek out the new talent we need to help us improve.

Anticipating means being able to adapt our organisational structure, and to recruit for the right job, at the right time, selecting the applicant best able to assume this responsibility

## Welcoming

Successfully identifying, attracting and selecting staff, and forging loyalty among them

Recruitment is a key factor in the life of any company and requires the involvement and commitment of all staff. Each business must equip itself with the means it needs to ensure that it recruits the best available applicant for every post. Achieving this involves :

➤ **Identifying and attracting talent :**

Through targeted internal and external communication, a permanent presence in the educational field, a dynamic training placement policy and an attractive pay structure.

➤ **Adapting our recruitment processes :**

We must choose our employees not only for their current ability to take up the post but also for their potential and their aptitude to share the values of our group. Our recruitment processes need to be modern, fast and transparent vis-a-vis applicants. These processes, along with our behaviour, should clearly reflect our values.

➤ **Building loyalty among staff :**

The first step in building loyalty begins when we first welcome the new recruit into the company. Induction programmes, buddy schemes, training and communication are all means which can be used to immediately create the right conditions to encourage new recruits to share our way of thinking.

Building loyalty also means encouraging career development for staff joining our organisation through a dynamic internal mobility and promotion policy.

➤ **Striking the right balance between external and internal recruitment within the group**

makes it possible to increase employee motivation, to contribute and develop new skills and to upgrade our working practices.

## Recognising

### Assessing and rewarding success

**Staff should always be able to clearly situate themselves within our organisations.**

The annual appraisal meetings and pay reviews are more than just day-to-day occasions for dialogue but also useful opportunities to hold real discussions with staff.

The **annual appraisal meeting** provides an opportunity for all employees to discover their manager's opinion of their skills and performance. Based on dialogue, this meeting makes it possible to set performance progress targets and to better understand the career goals of our staff.

The **pay policy** is an essential aspect of the company's general policy. It makes it easier to achieve growth objectives by providing a vital incentive. Regardless of the changes taking place in our markets, a dynamic wage policy is one of the key factors in our success.

**Each staff member's pay must reflect :**

- His performance, taking full account of the results obtained,
- His potential, anticipating the services and value that he will contribute,
- His market value according to internal and external employment opportunities.

In order to be best able to meet these objectives, the pay package must be **comprehensive, optimised, differentiated and variable**.

This policy, which should be totally transparent, must be backed by extensive publicity and information. It is the responsibility of each manager to individually inform his staff of the decisions taken during pay reviews.

## Developing

### Supporting and encouraging the career advancement of each employee

Dynamic career management makes it possible for a company to adapt its organisation while at the same time increasing the individual chances of success for each of its staff.

Information, dialogue, advice and training are all key factors for success when it comes to opening up new career advancement possibilities, boosting professionalism and maximising each person's overall potential.

**With this in mind, we need to ensure:**

- Total transparency concerning vacancies in order to encourage internal mobility and internal promotions,
- High-quality dialogue and advice via the management team and via the human resources department.
- The human resources team should develop the means upon which managers and employees can base their career development activities (procedures, skills, assessments, training, etc),
- A training policy making it possible to improve professionalism, the capacity to adapt and a sense of innovation for our staff. The managerial hierarchy should make a point of identifying both individual and collective needs, and provide appropriate internal and external training solutions working with the human resources manager.

**During the career development meetings** organised at least once a year, managers and HR staff use the information gained from the annual appraisal meetings and updated CVs to review the possible career development opportunities for each staff member in terms of his or her post, responsibilities, mobility or additional experience.

## Sharing

Operating as a network in order to meet the challenges of tomorrow

The size and diversity of our companies, the complexity of our business environment and its changing nature are all good reasons for us to boost our **organisational and communication activities** in order to encourage dialogue between people, teams and organisations.

Faced with this complexity, success is no longer an individual but rather a collective matter, and involves sharing knowledge and experience.

From the annual appraisal to agreements, and from regular departmental meetings to project teams, we need to encourage participatory working methods enabling everyone to play a significant role in the creation of appropriate solutions.

Information must be accessible to all, via meetings but also thanks to the development of Internet and intranet-based tools.

Those companies gaining a head start in these fields will be at an advantage compared to the others.

The company's intangible assets constitute a major part of its value. Protecting knowledge means creating both new skills but also value.

## Respecting

People...our group's best asset

People are our key asset, both as individuals but also through their capacity to work together. They are central to the group's values. Self respect and mutual respect among staff are vital to the development of our businesses. These are factors experienced on a daily basis, through our attitudes and behaviour. Mutual respect is forged through dialogue and an ability to listen, which contribute significantly to our results. In a fast moving and constantly changing world staff commitment is more important than ever. The quality of our social dialogue enables the management to identify and better understand both individual and collective aspirations. Taking account of these aspirations in our decisions is the key to achieving a situation beneficial to all.

Finally, respect also requires that priority be given to our physical integrity, and to that of our colleagues and partners. Guaranteeing individual safety is a moral obligation which concerns us all regardless of our role within the company or our level of responsibility.