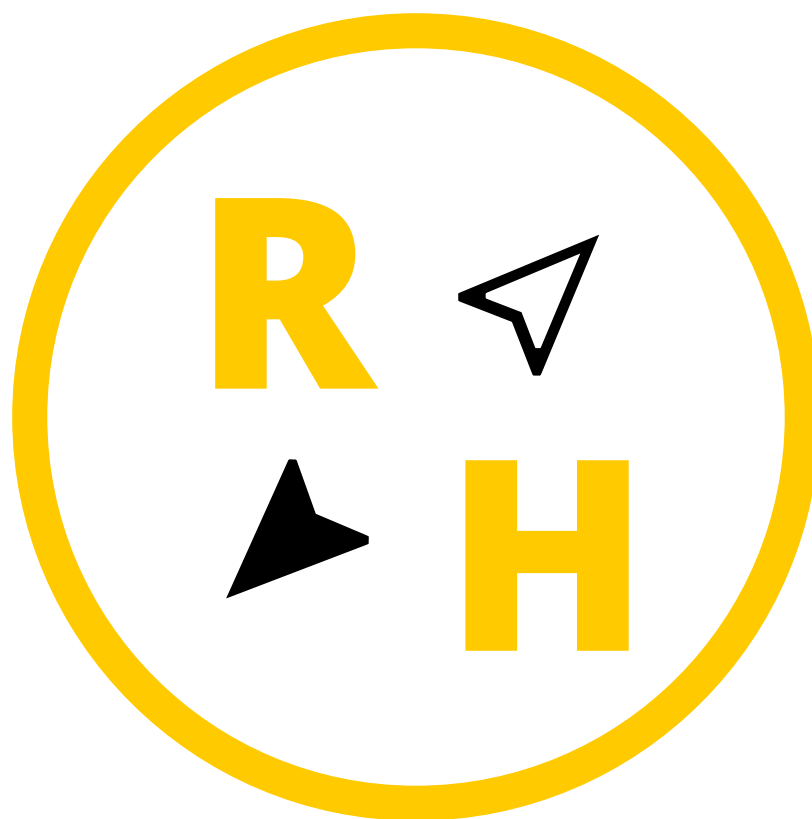


HUMAN RESOURCES MANAGEMENT CASES HR SYMPOSIUM 2021



WRITTEN BY SANDRA BOUCHARD B.A.A HUMAN RESOURCES MANAGEMENT
SYMPOSIUM GRH 2021



INTRODUCTION

If you have to think about telecommunications, internet or media, television and telephony , the first idea that comes to mind is probably not Cogeco Connexion, Cogeco Media or Atlantic Broadband, right? However, Cogeco has more than 60 years of history! Effectively, Cogeco is a growing competitive force in the telecommunications sector in North America. We are uniquely and enviably positioned as a broadband company with a significant presence in Canada and the United States.

Today, Cogeco is the second largest cable company in Quebec and Ontario, while in the United States, where we operate in 12 states, we rank ninth!

It is not surprising to be astonished because depending on your region of origin, you may have certain preconceived ideas due to the increased presence of other telecommunication companies. Don't be disappointed, we are currently putting strategies in place to increase our presence in the minds of Canadians. Indeed, in order to bridge the digital divide between urban centres and regions, we continue to expand our coverage area by investing in our network and making targeted acquisitions in regions where we are positioned as a consolidator of regional cable companies. We are committed to delivering an exceptional customer experience and growing our communities. We are proud to serve our customers through local teams, help meet their connectivity needs, and invest in their social and cultural life.

Cogeco is committed to corporate social responsibility (CSR) to carry out its activities responsibly and sustainably and to be a model of corporate citizenship. In concrete terms, this means that we seek to integrate practices that improve the environmental and social impacts of our activities, while ensuring the continuous development of the company. We work tirelessly to introduce initiatives that can add great value to our stakeholders, and to report on these initiatives and our progress through the key performance indicators available on our website and in our biennial CSR report. All reported KPIs cover 100% of our operations, unless otherwise stated.

Our CSR mission is to support sustainable development through responsible and ethical management and operating practices. We strive to meet the expectations of our stakeholders by:

- Being effective protectors of the environment.
- Adding significant value for our shareholders.
- Making a positive contribution to the employees and communities in which we live and work.

HISTORY

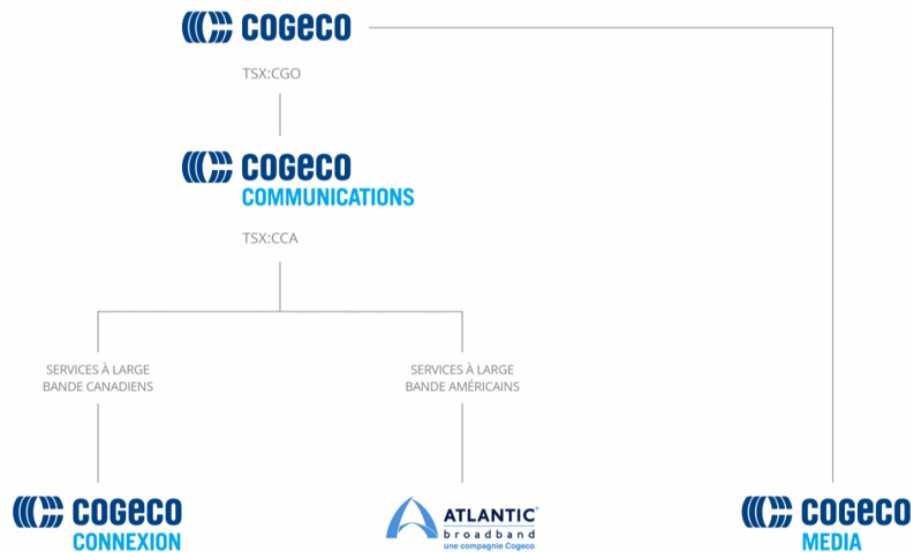
Cogeco is a link that is here to stay, and we believe in our five (5) pillars of growth to achieve this!

<p>CUSTOMER EXPERIENCE</p> <p><i>Deliver a distinctive customer experience with a focus on our customers' needs</i></p>	<p>EMPLOYEE EXPERIENCE</p> <p><i>Foster a highly collaborative, engaging, and inclusive workplace.</i></p>	<p>MARKET EXPANSION</p> <p><i>Increase our geographic reach and develop new market segments.</i></p>	<p>COST-EFFECTIVENESS</p> <p><i>Optimize operational efficiency and increase synergies.</i></p>	<p>BRAND VALUE</p> <p><i>Build a strong and socially responsible brand.</i></p>
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Chronology

- 1957: Cogeco's beginnings: The Canadian Radio-television and Telecommunications Commission (CRTC) grants a licence to Henri Audet for the television station CKTM-TV (Radio-Canada – Trois-Rivières, Quebec, Canada)
- 1972: Acquisition of La Belle Vision: Cogeco Cable enters the cable industry by acquiring La Belle Vision, a company serving Trois-Rivières and Shawinigan.
- 1985: Cogeco goes public: Cogeco becomes a public company.
- 1986: Acquisition of CFGL-FM: The company acquires CFGL-FM, its first radio station broadcasting in the Montreal area, now known as Rythme FM »
- 1987: Acquisition of Câblestrie and Télé-Câble BSL: Cogeco Cable acquires several regional cable companies and triples its customer base.
- 1989: First expansion outside Quebec: Cogeco Cable acquires the Burlington and Oakville, Ontario systems, becoming a national company and doubles its customer base.
- 1993: Cogeco Cable IPO: Cogeco Cable becomes a public company.
- 1994: Cogeco Cable becomes the first Canadian cable company to offer high-speed Internet on its cable network.
- 1996: Acquisition of 25 cable networks in Ontario, Canada
- 1998-2001: Growth of activities in Quebec and Ontario.
- 2008: Cogeco Cable enters the ICT services sector with the acquisition of Toronto Hydro Telecom's fibre network
- 2011: Increase the number of stations to 13 and create the Cogeco Nouvelles information network.
- 2012: Entry into the U.S. market: Cogeco Cable Inc. acquires cable company Atlantic Broadband, present in western Pennsylvania, Miami Beach (Florida), Maryland/Delaware, and South Carolina.

Company structure



Cogeco Communications Inc. is a communications company and is the 8th largest cable company in North America with its hybrid fibre and coaxial cable networks. Its operations are located in Canada and operated under the Cogeco Connexion brand in Quebec and Ontario, and in the United States, through its subsidiary Atlantic Broadband in 12 states along the East Coast, from Maine to Florida. The subordinate voting shares of Cogeco Communications Inc. are listed on the Toronto Stock Exchange (TSX: CCA).

Cogeco Connexion brings together all of Cogeco Communications Inc.'s Canadian cable operations. Today, it is the second largest cable company in Ontario and Quebec by the number of customers subscribing to the internet services. Cogeco Connexion provides its residential and business customers with Internet, video, and telephony services through its two-way broadband fibre networks.

Atlantic Broadband is a subsidiary of Cogeco Communications Inc. (TSX: CCA) and is the 8th largest cable company in the United States in terms of the number of television customers. The company provides its residential and business customers with Internet, video and telephony services in 12 states: South Carolina, Connecticut, Delaware, Florida, Maine, Maryland, New Hampshire, New York, Ohio, Pennsylvania, Virginia and West Virginia. Atlantic Broadband is headquartered in Quincy, Massachusetts.

To reduce the scope of this case, we are focusing on the CONNECTION branch of COGECO Communication.

- Our mission is to bring people together through remarkable communication and entertainment experiences.
- Our vision is to be the organization that provides the best possible value for its stakeholders
- Our DNA: The local, whether for hiring, our coverage, our involvement in our communities...

Our values are:

- INNOVATION: Research and foster innovation.
- COMMITMENT TO THE CUSTOMER: Putting customers at the heart of everything we do.
- TEAMWORK: Collaborate with our colleagues and partners to foster synergies and promote a culture of excellence.
- RESPECT: Foster a respectful workplace where integrity, trust and inclusion are the norm.
- SOCIAL COMMITMENT: Having a positive impact on our communities and the environment.

WORKFORCE PROFILE

Despite its 4,500 employees, including 1,700 in Quebec, Cogeco still faces recruitment challenges. To date, we have more than a hundred positions to fill, not counting retirements over the next few years.

DIVERSITY AND INCLUSION

At Cogeco, respect has long been a fundamental value that we embody by fostering a respectful workplace where integrity, trust and inclusion are the norm. We believe that an inclusive workplace allows everyone to develop a sense of belonging, work in a safe environment, develop and have equal opportunities for career advancement, regardless of gender, skin colour, ethnic origin, religion, age, disability, or sexual orientation.

At Cogeco, we attach great importance to diversity and inclusion because together they:

1. Create a highly collaborative and stimulating work environment.
2. Foster innovation and the development of new ideas.
3. Better support our communities and customers to drive inclusive growth within our society.
4. Are associated with better organizational performance.

We present the six (6) levers of our commitment to diversity and inclusion.

LISTEN

We create an environment that fosters open dialogue, with listening forums where each feels comfortable in gaining greater awareness of each other's experiences and perspectives.

SHARE

We commit to work with other organizations to help each other evolve and enhance our diversity and inclusion strategies, as well as share our successes and challenges.

TRAIN

We commit to roll out training and education initiatives addressing unconscious biases and promoting D&I, as well as to adopt a common language around D&I

REPRESENT

We ensure that our workforce, senior leadership and board positions are representative of our communities, with the objective of improving alignment every year

TAKE ACTION

We are establishing a D&I leadership committee, which is working with the CEO and is responsible for the development of tangible action plans. A D&I expert is joining the team to help develop our D&I strategy, coordinate actions and monitor progress

SUPPORT

We are increasing philanthropic investments aimed at promoting D&I and supporting underrepresented groups

CODE OF ETHICS

As a company, Cogeco Communications is committed to maintaining high standards of ethical behaviour in its business and professional relationships. Over the years, we have created a bond of trust with our customers, suppliers, investors, employees, and colleagues, as well as the communities we serve, constantly striving to treat them fairly, honestly and with integrity.

This Code of Ethics is intended to be a reference guide in term of how to behave and foster an ethical atmosphere in our workplace. It is essentially a roadmap to help individuals make decisions that meet the highest standards of integrity, professionalism, and ethical behaviour.

BENEFITS

COGECO has a wide range of benefits depending on the position held and the department. You can find some of them by browsing the job offers in the appendix. Here is a brief description:

- Our salaries are competitive: Our salary grid is in the average and for some positions, above the average.
- We offer bonuses: At COGECO, there are two bonus possibilities.
 - A percentage based on individual performance
 - A percentage based on the company's performance.
- We offer a group RRSP: Depending on the percentage put in the employee's share, COGECO invests the same percentage.
- Our share purchase plan is also very interesting: We add 0.25 shares for each share that the employee buys. Automatically, the employee makes a gain of 25%.
- Several services are offered at very reduced prices.

ETHICS LINE

The Company wishes to promote a corporate culture of integrity, transparency, and honesty throughout the organization. To this end, in July 2010, it made available to its employees an anonymous and confidential mechanism, the Ethics Line, which allows them to report all perceived or actual violations of the Code of Ethics. Any customer, supplier, business partner or other third party who becomes aware of possible violations of the Code of Ethics is also invited to use the Ethics Line.

This Ethics Line includes a toll-free telephone line and a secure website. It is available at all times and is operated by a specialized external company that is independent of the Company. All reports made through the Ethics Line will be reviewed by the Vice-President, Internal Audit and Risk Management and/or the Senior Vice-President, Corporate Affairs, Chief Legal Officer and Secretary.

MANDATE

Since the beginning of the pandemic, companies have seen a trend, called “Great Resignation”, more and more present among their employees. This new trend of leaving your job to live your passion or reorient your career creates a lot of uncertainties for human resources professionals. Additional labor movements are to be expected and much more difficult for an organization than an arrival of a newborn, a retirement, a promotion, etc. The question on any recruiter's lips right now is: how do we make sure our employees don't leave tomorrow morning? Once again, human resources professionals have a duty to reinvent their recruitment and especially their strategies in terms of staff retention.

1. As a first step, your mandate is to propose retention policies to be put in place to allow us to anticipate these spontaneous labour movements and maximize our current resources.
2. Secondly, you will need to put in place one or more recruitment strategies for the positions in the annex.

JOB OFFER

Here are the job postings in several departments within the company. Since the phenomenon of the 'great Resignation' occurs in almost all departments, we are not only looking for a solution for these three positions, but in all levels of our departments.

Cable Network Technician

Our culture elevates you – there is no ego in the way. Our common goal? We all want to win for our customers. We aim to be always scalable, dynamic and ambitious. We believe in the power of authentic connections. Every job is part of what makes us unique in the market: agile and dedicated.

Type of employment: Regular

Nature of employment

The incumbent's main mandate is to carry out the maintenance, repair and optimization of an RF and optic cable network, both outside and inside (headend). They must also analyse certain problems on the network and make diagnoses, in order to predict the potential impacts and thus optimize the quality of the services offered to customers. The incumbent optimizes all opportunities to promote and sell the products and services offered by the company.

Attitude towards the client

The incumbent must be attentive and aware of the needs of the customer, they must respond to any question and problem raised, offering a professional service and answers adapted to the needs of the client.

The incumbent must have the constant concern that the execution of their work supports the ultimate goal of providing excellent service to the company's current and potential customers.

Key responsibilities

- Analyzing problems and carrying out the necessary repairs to the various components of line heads and receiving sites, master lines and distribution lines.
- Performing maintenance and repair of master lines and distribution lines.
- Installing or relocating master lines, distribution lines and electronic parts associated with them.
- Performing the preparation of these parts in the workshop.
- Carrying out the work necessary for the start-up of the networks.
- Performing installation, modification, preventive maintenance, and adjustment of the various components of the lineheads and receiving sites.
- Ensuring the optimization of signal quality in all interventions.
- Conducting write-off readings and, if necessary, making the necessary corrections.
- Performing network balancing.
- Performing proofs of performance and proceeding to the drafting and interpretation of the data collected.
- Ensuring that equipment, parts, and accessories are available and maintaining inventory.

- When required, conducting preliminary surveys, designs and sketches plans and specifications.
- Occasionally may be called upon to perform work normally performed by another employee in his department.
- Making the necessary efforts to ensure the retention of customers who express a desire to cancel their subscription or reduce their level of service.
- Performing some coordination work between the Technical Service and public utilities or other stakeholders.
- Performing the start-up, installation, relocation, verification, maintenance, repair, modification and adjustment of equipment, parts or accessories connected to the optical fibre network.
- Locating underground cables for third parties.
- Completing or drafting certain reports, forms or other documents relating to the work performed.
- When required, participating in the training of a new employee.
- Performing all other duties similar to the main responsibilities mentioned in this job description.

This list is indicative and not exhaustive.

Requirements

- D.E.C. or A.E.C. in electronics or telecommunications.
- Four (4) years of experience as an installation and service technician or general telecommunications technician.
- Excellent knowledge of the design and operation of a distribution network and electrical concepts.
- Available for on-call sequences (Reliability and Availability).
- Fluency in computer science.
- Driving record allowing the class 3 driving licence to be obtained in the 12 months after obtaining the position.
- Good physical fitness – can lift loads up to 35 kg and perform work that requires physical endurance.

Required knowledge

Notions of wave propagation/amplifications, components of a telecom network, applied electricity, voltage reading ($V=RI$), direct/alternating current, mathematics applied to telecom, reading of plans, analysis of the operation of an analog/digital network, notions of diagnosis/problem solving applied, installing, and operating a telecom system, operation, analysis, and repair of an optical network, control the quality of the assembly and the integration of a telecom system.

Required skills

- Autonomy, initiative and resourcefulness
- Work in various weather conditions (rain, cold, snow, wind, etc.)
- Sometimes evening and night work (breakdowns, maintenance, etc.)
- Availability for childcare
- Teamwork
- Prioritization & Planning
- Complex problem management and analytical capacity
- Good resistance to stress and pressure
- Decision-making
- Attention to detail/conscientious
- Fluency in computer science

The regular work week is 37.50 hours from Monday to Sunday inclusively.

Hourly wages range from \$26.03 to \$42.41.

Note: For your information, candidates will be subjected to a technical knowledge test, a written English test, and an interview.

Our employees and customers are at the heart of everything we do. To provide a safe and healthy environment for our colleagues and their families, our clients and for members of our communities, COGECO has adopted a vaccination policy to counter COVID-19, applicable to its business units operating in Canada.

Location: St-Hyacinthe, QC

Compagnie: Cogeco Connection inc.

Being inclusive is simply encouraging yourself to be yourself!

Being inclusive also means fostering a climate of trust, respect and encouraging diversity and equity for all candidates wishing to join the Cogeco team.

Being inclusive makes it possible to reduce barriers in work environments and to implement actions to facilitate accessibility for all!

Being inclusive is much more than a word, it's our commitment to you!

If you require accommodations to apply or during the recruitment process, write to us confidentially at inclusiondiversite@cogeco.com

Technical Support Technician – Telework

Type of time: Temporary (Fixed term)

Job Description:

You are a go-getter, dynamic and you thrive on challenges? Take advantage of your talents and join the Cogeco family!

The call center is in Trois-Rivières, but teleworking is possible for this job! We therefore offer you the opportunity for a better work-life balance, no matter where you live.

You will be responsible for responding to customers who contact Cogeco to obtain technical support for their television, telephony, and Internet products.

You will have to take care of the customer to understand and solve the problem on the first call.

What you need to know about the job:

You must hold a DPE, AEC or DEC in computer science or a related field or be a student in one of these programs.

If you don't have any of these degrees, but you have your DES and a great deal of experience related in computer science or technical support, we want to know you too!

The hourly rate is \$18.56 and increases to \$22.92 after 1950 hours worked.

Shifts are rotating; you must be available on evenings and weekends.

You will work from home for an indefinite period. All computer equipment is provided by Cogeco.

This temporary position allows you to come and explore, see our ways of doing things, develop your skills and who knows? Come and see how far it can take you!

Your main responsibilities will be:

- Responding to customers experiencing technical problems or who want information on the use of products and services offered by Cogeco.
- Providing support and solve equipment problems related to Cogeco's services
- Using the available tools and systems to solve the customer's problem on the first call.
- During breakdowns, problems, or communication requests, may be called upon to communicate with other services or escalation as needed.
- Processing information, completing various forms, reports, procedures, changes to a client's file, etc.
- When required, participating in the training of a new employee.

You have the following skills:

- You love technology.
- You have excellent analytical and problem-solving ability.
- You are motivated to find "win-win" solutions.
- Excellent communication and listening skills.
- You like challenges and working in a team.
- Fluency in the French language (oral and written).
- You have flexibility for day, evening, and weekend schedules.
- You provide the best experience for customers.

You will benefit from the following advantages:

- Fun: Laughing at the office is part of everyday life.
- Discounts on services: Take advantage of the outstanding services we offer our customers. You deserve it.
- Contests, prizes and activities
- A motivating salary: Let's be honest – the salary is important.
- Your career development: Join our team and we will offer you the tools you need to achieve your career goals.
- State-of-the-art technology: Are you passionate about technology? So are we. We offer you the opportunity to drive, influence, create, improve, and shape the industry of tomorrow.
- A positive and pleasant working atmosphere.

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Integrated Media Manager - 12-month term

Our culture elevates you – there is no ego in the way. Our common goal? We all want to win for our customers. We aim to be always scalable, dynamic and ambitious. We believe in the power of authentic connections. Every job is part of what makes us unique in the market: agile and dedicated.

Type of employment: Regular temporary (Fixed term)

DESCRIPTION: SUMMARY OF RESPONSIBILITIES OF THE POSITION: Integrated Media Manager:

Are you looking to be part of a talented senior team where one strategic and innovative project does not wait for the other? Do you have strong skills in project management, work organization, media planning and the status quo is not an option for you? We have the mandate you need!

Under the supervision of the Media Director, the Integrated Media Performance Manager will have the primary responsibility of overseeing the strategy, budget, and execution of Cogeco Connexion's media plans in Ontario.

The incumbent will work with all members of the digital marketing and sales team and provincial general director teams to support the execution of integrated marketing campaigns. Collaboration with cross-functional teams is essential to success!

Transversal teams are essential to succeed!

The individual will work with the media agency and media analysts to establish impact media planning to make Cogeco the #1 brand in the Ontario market!

MAIN RESPONSIBILITIES:

- Participate in the practice and strategic planning of integrated media campaigns in collaboration with the marketing teams of provincial executive directors.
- Creation, presentation, and execution of media plans (digital and traditional) for Cogeco Connexion in collaboration with the media agency and communications team.
- Presentation of Media strategies and results to the Media Director and Executive Members.
- Supervise the analysis of media performance and ensure the optimization of the media mix to ensure conversion and good brand visibility.
- Management of the Media budget, follow-up with agencies and ensure that Cogeco's budget processes are followed.
- Key player to generate synergy with web and communication teams.

ESSENTIAL REQUIREMENTS:

ACADEMIC

- Master's or Bachelor's degree in the field of marketing, communications, or equivalent experience.

WORK EXPERIENCES:

- 8-10 years of experience in media, performance management or similar experience.
- Experience in team management.

SPECIAL SKILLS:

- Oral and written bilingualism (English/French).
- Strong analytical capacity.
- Good business sense;
- Excellent writing ability in English and French.
- Creative mind, curiosity, attention to detail.
- Autonomy, resourcefulness, and sense of initiative.
- Strong organizational capacity; simultaneous priority management and multiple projects and problem solving.
- Excellent critical thinking and skills with numbers and data; great understanding of campaign performance measurement metrics (CPA, CPM, ROI, etc.).
- Excellent team player.
- Knowledge of Outlook, Word, Excel, Power Point or Google suite.

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You will benefit from the following advantages:

- Flexibility: What you do is important, both at work and at home.
- Fun: Laughing at the office is part of everyday life.
- A motivating salary: Let's be honest – salary is important. We are competitive, come and see.
- Cutting-edge technology: Are you passionate about technology? So are we. We offer you the opportunity to drive, influence, create, improve, and shape the industry of tomorrow.
- A positive and pleasant working atmosphere.
- Contests, prizes, and activities.

Location: Montreal, QC

Company: Cogeco Connexion inc.

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