

A young man and a young woman are planting a small tree in a grassy park. The man is standing and using a shovel to dig, while the woman is kneeling and holding the sapling. They are both wearing white t-shirts with 'VOLUNTEER' printed on them and white gloves. The background is a blurred park with trees and a fence.

LINEDATA

DECLARATION OF EXTRA-FINANCIAL PERFORMANCE 2018



Linedata



LINEDATA, AN INTERNATIONAL COMPANY ON A HUMAN SCALE



1242*

Employees worldwide



20

Offices worldwide



173,2€

2018 Turnover (-3,2% vs 2017)



3

Business
Lines

4

Innovation Projects
in 2018



35%

Women in the
Group

60%

Women on the
Board of Directors



15 years

Average length of
service in France

7 years

Average length
in the Group

* A total workforce of 1209 employees excluding trainees & similar positions.

MESSAGE FROM OUR CSR AMBASSADOR

« Linedata Group is committed to the digital transformation of tomorrow's world. New technologies cannot help preserve our planet for the future generations without integrating certain values that are part of the Group's DNA: ethics, environmental protection and workplace wellness »



The evolution of our planet and the digital transformation of businesses are on their way. The human beings, encompassing current generations and those of our children and grandchildren, shall be at the center of the decision-making processes.

Artificial intelligence, « machine learning » and robotic automation, increase the opportunities for innovation and the creation of values for our customers, partners and employees, provided that these are guided by the respect of our convictions and a continuous search for meaning.

We therefore undertake to ensure sustainability and a quality label for our customers on a daily basis, while respecting the environment and sustaining quality of life at work for our employees, without ever neglecting our business ethics approach.

Our Corporate Social Responsibility (CSR) approach is fully integrated into our global strategy and that of the countries in which the Group operates. Linedata Group has decided that starting from 2019, a steering committee for CSR strategy will be set up at a Group level, together with the development of its 3-year action plan.

This international committee will include members of the Human Resources (HR) department and of the Audit & Compliance department with relays in each office. Under such committee's guidance, working groups will be appointed to best achieve their projects. The results will be analyzed to ensure continuous improvement of our practices and will be published annually in this report.

I would like to end by thanking our customers, partners and employees for their constant support and investments which have ensured Linedata Group's durability for more than 20 years now.

I wish you an insightful reading.

Laurianne Le Chalony

Chief People Officer – Group Human Resources

TABLE OF CONTENTS

1. LINEDATA GROUP'S BUSINESS MODEL	5	5. A CORPORATE CITIZEN	35
1.1 Business environment	7	5.1 Dialogue with stakeholders	37
1.2 Organisation and structure of Linedata Group	7	5.2 Functions & Innovation projects	38
1.3 Markets in which the Group operates	8	5.3 Corporate philanthropy & volunteer work	39
1.4 Objectives and value creation strategies	9	5.4 Stakeholder loyalty	40
1.5 Trends impacting on the development of the company	10	6. TOWARDS AN ECO-RESPONSIBLE COMPANY	42
2. A COMPANY BEING VIGILANT ABOUT ITS RISKS	11	6.1 2018 Highlights	44
2.1 Identification & Management of risks	13	6.2 Environmental protection	44
2.2 Major risks management	13	6.3 Recycling and waste management	44
2.3 Risks analysis	13	6.4 Sustainable resource use	44
2.4 Risks mapping, first step towards vigilance	13	6.5 Climate change	45
2.5 Action plan to control the risks	18	6.6 Biodiversity conservation through dematerialization	46
3. ETHICS, COMPLIANCE & GOVERNANCE	20	7. NOTE METHODOLOGIQUE	47
3.1 Code of Ethics and Professional Conduct of Linedata Group	22	7.1 Introduction	49
3.2 Anti-bribery awareness raising	22	7.2 Linedata & its stakeholders	49
3.3 Whistleblowing process	22	7.3 Scope	49
3.4 Personal Data Protection (GDPR)	22	7.4 Non-relevant information	50
3.5 Declaration of gifts, invitations, donations	23	7.5 Reporting explanation	50
3.6 Integration of our affiliates	23	APPENDIXES	52
4. A COMPANY WITH A HUMAN DIMENSION	24	REPORT OF THE INDEPENDANT THIRD-PARTY (ITP)	58
4.1 Skills and career development	26		
4.2 Compensation & evolution	28		
4.3 Employee well-being	31		
4.4 Diversity & Equality of opportunities	34		

1

LINEDATA GROUP'S BUSINESS MODEL



3

Major business lines

20

Offices worldwide

2

Markets in which the
Group operates

5

Sources of value
creation

LINEDATA GROUP'S BUSINESS MODEL

1.1 Business environment	7
1.2 Organisation and structure of Linedata Group	7
1.3 Markets in which the Group operates	8
1.4 Objectives and value creation strategies	9
1.5 Trends impacting on the development of the company	10

1.1 Business environment

Linedata provides its customers with global technology platforms based on the combination of four complementary business lines:

- **Software Package publishing**

Linedata offers powerful and innovative IT solutions for asset management, insurance and credit and finance professionals. These solutions consider all the business, linguistic, regulatory, legal and tax aspects specific to each country where they are deployed.

- **Solutions integration**

Linedata needs to make software packages published by the Group, very quickly operational, by ensuring their full integration into the organisation of its customers.

- **Provision of services**

Linedata offers its customers different types of services to accompany them in their development. This varied offering includes, amongst other things, training, consulting by functional and technical experts and a comprehensive service for the exploitation and hosting of Linedata software packages on a SaaS mode.

Linedata Group also offers Outsourcing services, Cloud services, Co-sourcing services and Advisory services.

1.2 Organisation and Structure of Linedata Group

- **Legal form**

Since April 2017, Linedata Services is a French limited liability company with a Board of Directors.

The members of the Board of Directors are appointed by the General Assembly for a period of two years. They may be re-elected. The Board meets regularly in cases related to the tasks assigned to it by the law or by the Articles of Association of the company.

As of the end of 2018, the Board of Directors has 3 women out of its 5 directors, or 60% of women. The legal requirement of 40% representation of each sex at the Board of Directors, is therefore met.

- **Management team**

The Executive Management is composed of a Chief Executive Officer assisted by a Deputy General Manager.

An enlarged executive committee with 12 members oversees the Group's operational management. It is composed of 7 members of the central functions, 3 members of the Asset Management activity and 2 of the Lending & Leasing activity.

- **Offices worldwide**



1.3 Markets in which the Group operates

We design solutions for the Asset Management market

We assist our customers around the world to evolve and be active at the highest levels.

For which type of customers?

Alternative Investment Fund Manager, Institutional Fund Manager, Wealth Manager, Management Company, Third Party / Fund Manager, Asset Owner.

What are their needs?

Portfolio Management, Assistance in Investment decision-making, Order and Execution Management, Middle Office Operations Control, Compliance Monitoring, Risk Management, Unified Management Position Tracking, Fund Accounting and valuation, Reporting, Transfer Agent, Business Process Management, Services.

What are our solutions?

We offer new high-performance solutions (capacities, data and technology services) that cover together all asset management aspects, thus enabling our customers to benefit from digitalisation, adapt their business and achieve success.

We design solutions for the Lending & Leasing and Insurance markets

Our software solutions manage front-to-back contracts. We develop tailor-made solutions for all our clients' activities.

For which type of customers?

Car financing, Business credit, Consumer credit, Capital goods financing, Real Estate credit, Syndicated loans.

What are their needs?

Contract Acquisition, Contract Management, Risk Management, Business Intelligence, Mobility.

What are our solutions?

We improve performance in all their business fields by leveraging cutting-edge technologies and our business expertise to drive revenue growth for our clients, reduce their risks and increase their portfolios' performance

1.4 Objectives and value creation strategies



•Our clients

As a partner of our customers, we are continuously committed to meeting their expectations and addressing all challenges. Our customers' loyalty is our ultimate aspiration.



•Our offering: technology, services and data

Our goal is to provide our customers the highest level of quality, on a timely basis, as part of an ongoing drive for improvement.

Our offering is based on three strategic pillars: technology, services and data. We are leaders in our industry with leading-edge solutions through significant investments. The creation of a global and integrated asset management platform and our new credit & financing solutions are revolutionizing the financial technology standards. We also integrate targeted, high value-added outsourcing services with our software, as well as contents and analytics offering.



•Innovation

Innovation is at the heart of Linedata and is deployed throughout our organisation. Our program encompasses both technological innovation and the most modern working methods. Our teams collaborate with partners and a state-of-the-art laboratory network on many topics - including Artificial Intelligence and DLT technology (Distributed Ledger Technology) - to develop a new generation of solutions and services. These new solutions provide an improved user experience and add value to our customers' business



•Our Employees

We are attentive to our employees. Our corporate culture is unique and primarily based on respect and personal growth. We encourage each employee to take advantage of the many personal growth opportunities offered by Linedata. In this sense, we train our talents, so that they can contribute to the future of Linedata.

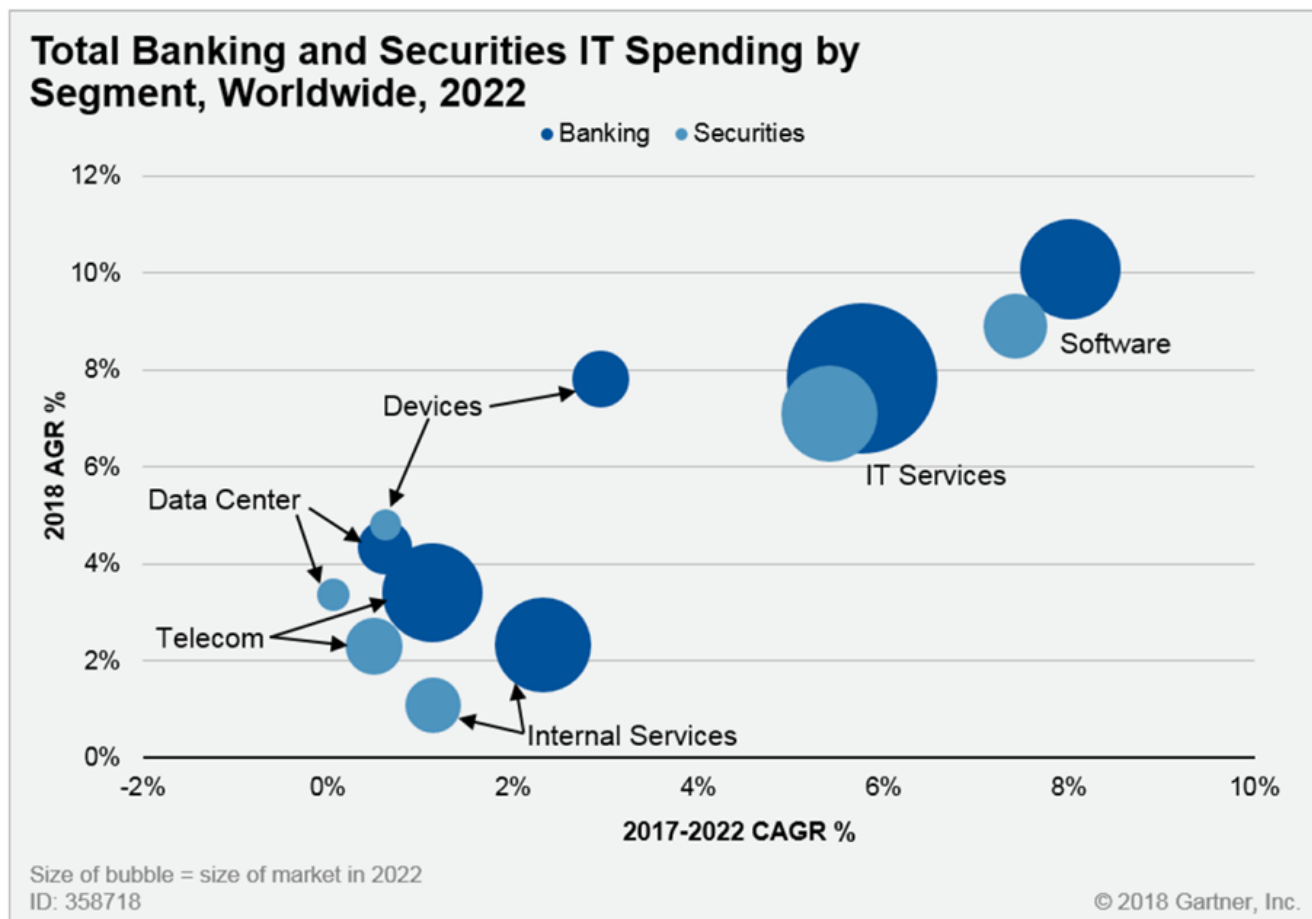


•Our centers of excellence

Advanced expertise in financial processes and technologies in India or in-depth knowledge of products in North Africa and Latvia: our centers of excellence are the custodians of our specific know-how. They are great performance and growth boosters for Linedata

1.5 Trends impacting on the development of the company

To illustrate the annual growth of global IT spending by the Linedata Group's markets between 2017 and 2022, the chart below shows that Software and Services offering remain the most profitable IT sectors, both in terms of growth (6-9% CAGR) and volume (bubble size).



Banking: monetary authorities, deposit credit intermediation, non-depository credit intermediation and activities related to credit intermediation.

Securities: investment banking and securities trading services, securities brokerage, commodity contracts, commodity contracts brokerage, stock and commodity exchanges, various intermediation, portfolio management, investment consulting, trust, trustee and conservation and various financial investment activities. Insurance and benefits funds, pension funds, health and welfare funds, other insurance funds, other investment funds, funds, open-ended investment funds, trusts, estates and accounts agencies and other financial instruments. Investments, private banks and other financial institutions engaged in wealth management activities on the capital market.

CAGR corresponds to the "Compound Annual Growth Rate", which is the annual growth rate. It allows to compare the return on investment of 2 investments of equivalent term.

The AGR corresponds to the "Annual Growth Rate", which is the average growth rate. It allows to calculate an average variable over several periods.

A COMPANY BEING VIGILANT ABOUT ITS RISKS

12

Identified risks

4

Key fields

1

3-year action plan

A COMPANY BEING VIGILANT ABOUT ITS RISKS

2.1 Identification & Management of risks	13
2.2 Major risks management	13
2.3 Risks analyses	13
2.4 Risks mapping, first step towards vigilance	13
2.5 Action plan to control its risks	18

2.1 Identification & management of risks

To identify major risks, Linedata Group has relied on experience feedback with respect to existing internal policies and processes. These analyses based on the ISO 26000 standard and on a constructive dialogue with the stakeholders, made it possible to identify issues of relevance for Linedata Group through:

- Taking into account international CSR standards, such as ISO 26000 standard
- Linedata Group's compliance with the French "Grenelle II" law, which requires companies of a certain size to report CSR criteria and to comply with the ordinance n ° 2017-1180 of July 19, 2017 on the publication of non-financial information
- The UK's "Modern Slavery Act" which commits Linedata Group to an annual declaration on slavery and trafficking in human beings
- Compliance with the General Data Protection Regulation (GDPR)
- Compliance with Sapin II law on the fight against corruption and influence peddling
- A summary of the annual risks published in our reference document.

Linedata Group has identified 12 major risks having impact on the people and the environment or other actions of vigilance for the company

2.2 Major risks management

In order to manage the identified risks, the Group has implemented policies, processes and KPIs (Key Performance Indicators) to control and monitor such risks.

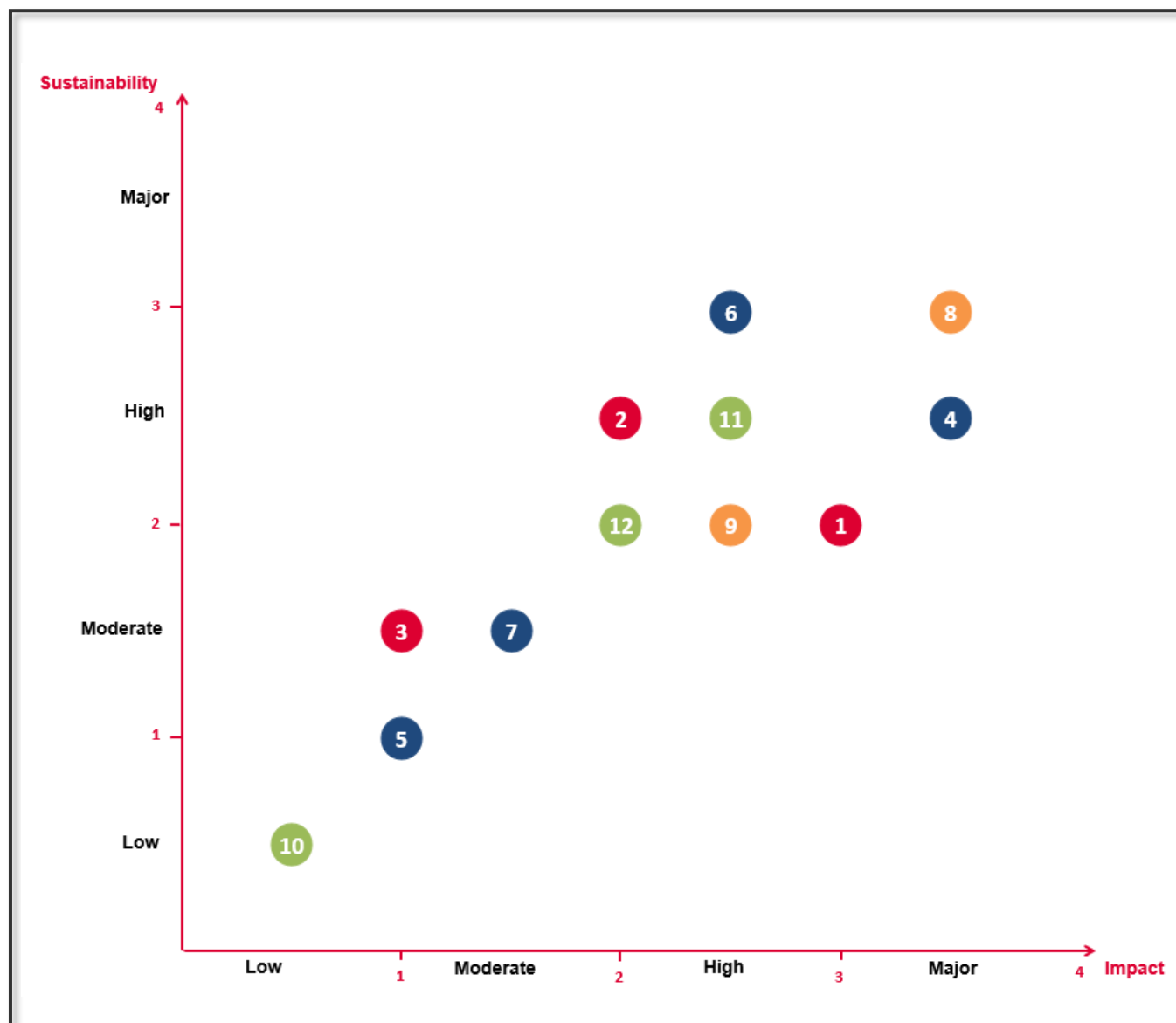
2.3 Risks analysis

The selected risks were transposed on a map of risks, where each risk received a score between 0 and 4 depending on its impact and its probability (durability) on the Group and the stakeholders.

2.4 Risks mapping, first step towards vigilance

Linedata Group believes that being vigilant about its activities' impact on stakeholders and environment, is a condition for the sustainability of its activities. As part of its social responsibility, Linedata Group has initiated, since 2012, a working group to identify and implement internal actions in terms of ethics, compliance, security, human rights, etc.

The mapping is based on 12 major risks related to: customers and innovations, ethics and governance, our employees, environment protection.



- 4 key areas were selected according to the stakeholders



Our clients & our innovations: Linedata Group must generate added value for its customers through innovative and sustainable solutions.



Our employees: Linedata Group must offer permanent support to all its talented and motivated employees, to ensure equality of opportunities and required skills and see them evolve regardless of their differences.



Ethics & governance: As an international company, Linedata Group must be a strong ethical player and must have a strong corporate governance from "Top Management" to stakeholders.



Environment protection: Even though Linedata Group is a software publisher, supporting the ecological transition through low CO2 emissions and the promotion of eco-responsible actions is very important.

- Description of the identified risks

N°	Categories	Nature of the risk	Description	
			Key issues of the stakeholders	Risks for Linedata Group
1	Ethics & Governance	Assess growth opportunities	Gain competitiveness, invest in strategic activities.	Losing competitiveness, risk of financial loss
2		Integration of affiliates	The Group retains operational control of its subsidiaries.	Financial loss, reputation risk.
3		Prevention & fight against corruption	A policy of business ethics is implemented by the Group.	Stakeholders' lack of trust in the Group, risk of financial loss.
4	Our employees	Skills and careers development	Training management according to skills and implementation of career plans.	Risk of attrition (employees' departures), loss of company performance and loss of attractiveness to future employees.
5		Compensation and evolution	Having the capacity to carry out annual assessments or set goals	
6		Employees' wellness	Wellness development and ensuring that the employees operate in the best possible working environment.	
7		Diversity & equal opportunities	Consideration of the best practices in terms of gender equality, opportunities, seniority, etc.	
8	Clients & Innovation	Clients' satisfaction	A high level is expected from Linedata regarding the products sold.	Risk of attrition (clients' churn, reputation risk).
9		Technological break	Ability to identify technological breaks and to adjust to them, is expected.	
10	Environment	Reduce greenhouse gases and promote eco-responsible actions	Make ethically responsible decisions.	Risk of stakeholders' lack of trust.
11		Responsible purchase management	Make ethically responsible decisions.	
12		Dematerialization of the purchasing process	Implement a "Zero paper" policy	

- Description of the implemented policies and KPI(s)

N°	Nature of the risk	Policies	KPI(s)	2018 results
1	Evaluate growth opportunities	Linedata Group integrates Labs to create innovation projects for the purpose of investing in strategic activities.	Number of Labs in the Group.	1 Lab in the Group
2	Integration of affiliates	An affiliate integration policy has been implemented to allow full integration of new acquisitions into Linedata Group's business model.	Number of resold affiliates	0 entity resale over 3 years
3	Prevention & fight against corruption	<p>In order to fight against corruption & influence peddling, and to be a company with business ethics, policies and awareness programs, Linedata implemented:</p> <ul style="list-style-type: none"> A Code of Ethics and Professional Conduct An anti-bribery & influence peddling policy A declaration policy for gifts, invitations and donations, given or received An anti-bribery awareness program A charter and questionnaire addressed to business partners A whistleblowing process 	<ul style="list-style-type: none"> Number of employees who have adhered & signed the Code of Ethics of the Group during the annual campaign Number of alerts issued regarding human rights abuses, corruption & influence peddling Percentage of tax paid in France 	<ul style="list-style-type: none"> 96% of the employees have read and adhered to the Code of Ethics 0 alerts issued regarding human rights abuses, corruption & influence peddling. 55% of the Group tax expenses are paid in France, representing an increase of 101% since 2016.
4	Skills and career development	A job description reference repository was set up in 2018, to allow for a better mastery of skills and careers. It presents various possible paths to assist employees in making choices according to their career expectations, their skills, experiences and professional opportunities. It also allows managers to best support their teams in their professional career.	<ul style="list-style-type: none"> Number of training days Number of people trained Number of international mobility 	<ul style="list-style-type: none"> A total of 3 641 training days in 2018, representing an increase of 45% since 2016. 61% of the employees received training. 12 international mobilities. « Job Mapping » has allowed to show a better visibility of the managers, with 215 managers in 2018, representing an increase of 124% since 2016.
5	Compensation and evolution	Linedata is committed to being competitive and fair in its compensation policies in France, but also internationally. Communication between managers and employees shall be maintained to ensure the best possible career development support.	Percentage of PDR (People Development Review) completed.	<ul style="list-style-type: none"> 61% of the employees had an interview in 2018. In France, the total amount of the participation in 2018 is 739K€, representing an increase of 105% compared to 2017.

N°	Nature of the risk	Policies	KPI(s)	2018 results
6	Employees' wellness	<p>Workplace wellness is a major challenge to retain our employees and thus sustain Linedata Group's activities.</p> <p>Linedata Group wishes to focus on work-life balance. Many events are organized regularly in all Group's offices to maintain team cohesion, but more importantly to share convivial moments and interact.</p> <p>A workplace wellness policy will be developed in 2019 for the entire Group.</p>	<p>Number of departures</p> <p>Number of accidents at work or occupational diseases</p>	<ul style="list-style-type: none"> There were 230 departures throughout 2018, representing an increase of 31% over 3 years. There were 32 days of accidents at work or occupational diseases across the Group, representing an increase of 190% over 3 years (11 days in 2016). Hirings increased by more than 33% since 2016. Average seniority within the Group is 7 years.
7	Diversity & equality of opportunities	<p>Diversity and equal opportunities are Group values. The global structure of the organisation and the strong exchanges between countries have added cultural diversity to our DNA.</p> <p>Equality of opportunity between men and women is a global commitment, but requirements are different from one country to another.</p> <p>As a result, Linedata has developed a women's promotion policy adapted to each country.</p>	<ul style="list-style-type: none"> Percentage of women in the Group Number of women on board of directors 	<ul style="list-style-type: none"> 35% of women in the Group in 2018, representing an increase of 26% since 2016. 60% of women on board of directors in 2018, the percentage remains stable compared to 2017.
8	Clients' satisfaction	Every sales representative shall meet his customers and be very close to them, in order to answer their requests and questions	Client's satisfaction indicator (NPS)	NPS in 2018 is 36%, representing a decrease of 9% compared to 2017.
9	Technological break	Linedata Group carries out innovation projects every year, to best meet our client's satisfaction and demonstrate our ability to innovate,	Number of innovation projects	4 innovation projects
10	Reduce greenhouse gases and promote eco-responsible actions	Linedata Group has included certain obligations to limit greenhouse gas emissions in its Travel policy.	Number of professional vehicles (vehicle fleet)	21 professional vehicles, representing - 30% since 2016
11	Responsible purchase management	Linedata Group has implemented a Code of Ethics for business partners, as well as a supplier questionnaire.	KPI not yet defined, but an evaluation of the business partners is underway.	/
12	Dematerialization of the purchasing process	In order to engage in the digital era and pursuant to the dematerialization of the purchasing process, Linedata Group has implemented an expenditure utilization guide and employees are required to use the dematerialized tools.	Number of purchase orders in the e-procurement tool.	3 575 purchase orders registered in the tool in 2018, representing an increase of 44% since 2016

2.5 Action plan to control its risks

Being aware of its civic responsibility, Linedata has implemented an action plan articulated around the identified risks. This roadmap aims to promote good practices within the Group and ensure employees work towards clear and common objectives

Categories	Nature of the risk	Action Plan 2018-2020
Ethics & Governance	Integration of affiliates	Improve our policy on affiliates integration during external growth.
	Prevention & fight against corruption	Adhere to the United Nations Global Compact. Increase Group awareness regarding the key principles of the United Nations Charter through a dedicated communication. Set up a KPI on the number of suppliers adhering to our charter and questionnaire of business partners.
Our employees	Skills and career development	As of January 2019, the "Job Mapping" reference will be integrated into all our HR tools and will enable us to: <ul style="list-style-type: none"> • a better follow-up of each employee, • a global study of the skills and needs by organisation and by type of job, • finally, an analysis of the mobilities' evolution over time to determine the obstacles and vectors of mobility and career growth.
	Compensation and evolution	The new global job reference repository not only enables us to position our policies in relation to the market via external benchmarking, but also to guarantee equity among employees, regardless of their gender, age or any other discriminating factor besides experience, competence and merit.
	Employees' wellness	Strengthen employees' commitment to the Group's values through team projects: promote Team Building type of activities within the Group.

Categories	Nature of the risk	Action Plan 2018-2020
Our employees		<ul style="list-style-type: none"> Benefiting from the new job reference repository, mobility monitoring and a more specific compensation analysis, we will be able, during 2019, to ensure a more precise monitoring of our actions and increase our effectiveness in maintaining equal opportunities. Our greatest challenge in terms of equal opportunities is to ensure that no technical and / or cultural barrier impedes at any time, the professional activity or career development of any of our employees due to any kind of disability. <p>Implement Disability awareness actions (whether visible or not):</p> <ul style="list-style-type: none"> Strengthen communication around disability, Deploy disability awareness sessions, Evaluate the benefits of adhering to the ILO Global Network Corporate & Handicap Charter.
Clients & Innovation	Clients' satisfaction	Every sales representative shall meet his customers and be very close to them, to answer their requests and questions.
	Technological break	Increase the number of innovation projects to continue the digital transformation of Linedata Group.
Environment	Reduce greenhouse gases and promote eco-responsible actions	<p>Strengthen eco-responsible actions on a daily basis:</p> <ul style="list-style-type: none"> Set up waste sorting bins Recycling of computer equipment Promote carpooling Set up a KPI assessing CO2 consumption related to travels.
	Responsible purchase management	Set up a KPI assessing the number of suppliers adhering to our business partners' charter and questionnaire.
	Dematerialisation of the purchasing process	<p>Implement a « Zero paper » policy (invoice dematerialisation, electronic archive):</p> <ul style="list-style-type: none"> Integration of invoices within Ken Creation of archiving e-libraries

ETHICS, COMPLIANCE & GOVERNANCE

96%

Of the employees have read and adhered to the Code of Ethics

0

Alert on human rights violations, corruption & influence peddling

113

Million euros of shareholders' equity

0

Reselling of entities

ETHICS, COMPLIANCE & GOVERNANCE

3.1 Code of Ethics and Professional Conduct of Linedata Group	22
3.2 Anti-bribery awareness program	22
3.3 Whistleblowing Process	22
3.4 Personal data protection (GDPR)	22
3.5 Declaration of gifts, invitations, donations	23
3.6 Integration of our affiliates	23

3.1 Code of Ethics and Professional Conduct of Linedata Group

Linedata Group's values and principles are gathered in a Code of Ethics and Professional Conduct. Available in English and in French, this Code is the identity cement that provides a reference framework to Group employees for carrying out their day-to-day professional activity. The Code is updated on a yearly basis, supplemented as needed and managed by the Audit & Compliance department. An annual campaign has been in place since 2017 to collect electronic signature of the Code of Ethics and Professional Conduct.

On a yearly basis, every employee and new recruit are invited to read the provisions of the Code of Ethics and to confirm their reading by adding their electronic signature.

3.2 Anti-bribery awareness program

Linedata is committed to fighting corruption. In compliance with the Sapin II Law, Linedata has set up a system to prevent corruption through an awareness program that fosters good governance practices and strengthens a culture of prevention and detection of risks.

A set of policies has been developed to fight and raise awareness against corruption and influence peddling:

- Set up an awareness program for Group employees to detect corruption and influence peddling. Our employees are considered ambassadors of the Group's ethical standards towards third parties.
- A process for declaring gifts and invitations, either given or received. This process applies as well to donations and contributions to associations or other third parties and assists in preventing or detecting actions that are contrary to Group's policy.
- Implementation of a process for third-parties' assessment (customers, suppliers, partners) through questionnaires & an ethical charter to which they must adhere.

3.3 Whistleblowing process

In accordance with the requirements of the SAPIN II law, Linedata group has deployed a whistleblowing system in 2018, which is accessible to all employees internally and to former employees and third parties externally. The tool is available worldwide and allows report of any fact or act contrary to the law or to the ethics of Linedata Group.

It is a secured external platform, accessible 24 hours / 7 days a week via internet or telephone (free number in all languages), or via a mobile app "SpeakingUp" using Linedata code, which allows to remain anonymous if requested.

3.4 Personal data protection (GDPR)

Linedata Group is concerned by the protection of personal data, both for its internal data (employees) and data of third parties with whom Linedata is in business relationship. This regulation has a significant strategic impact that Linedata Group has taken into account in the course of its operations. In this respect, the Group pursues its compliance plan with the requirements of the European General Regulation on the Protection of Personal Data (EU) 2016/679 (General Data Protection Regulation, "GDPR"), adopted on 14 April 2016 and applicable since May 25, 2018.

Initiated at Group level with the assistance of external consultants, this compliance plan is being developed and evolves, under the supervision of the Data Protection Officer (DPO), acting as protector of personal data, with assistance of the GDPR steering committee including representatives of the Audit & Compliance, Legal and Information Security departments.

Linedata Group continues to make personal data protection a priority.



3.5 Declaration of gifts, invitations, donations

Linedata Group allows gifts to be occasionally offered to third parties (customers, suppliers, business partners) for strengthening professional relationships or conforming to local customs, and to the extent that the gift remains in line with Group's policies (including the Code of Ethics and the Anti-Corruption Policy).

Linedata Group authorizes its employees to offer or receive gifts or the like in good faith (e.g.: invitation to restaurant, sporting event, etc.) or to make donations, if and only if they are reasonable, proportionate and are not intended to obtain an unlawful benefit.

However, Linedata Group does not allow the offering or receipt of gifts or equivalents, that are intended or could be perceived to be intended to obtain or improperly retain a market or a business advantage.

3.6 Integration of our affiliates

In order to better integrate our affiliates in the course of acquisitions, Linedata Group conducts "due diligence" (acquisition audits) to limit the risks associated with such acquisitions. It is very important to integrate the company that will become an affiliate in the policies and procedures of Linedata Group. Although compliance is essential in any acquisition, and post-acquisition integration may need to be adjusted to certain circumstances, as an example the integration steps may include the following:

- Legal integration through the appointment of Linedata Group officers or directors in the executive bodies of the purchased company and the integration of the new legal entity in the Group's insurance policies,
- Tax integration through integration of the new company in the tax processes of Linedata Group,
- Accounting integration by having Linedata Group's accounting teams taking over the accounting of the purchased company,
- Bringing up the purchased company to Linedata Group's standard with regard to established financial procedures and controls,
- Social integration of the teams of the purchased company into Linedata Group workforce,
- Applying Linedata Group's compliance standards by introducing Group's processes and requirements for Audit and Compliance within the purchased legal entity,
- Integration on the operational activity level through the implementation of synergies between Linedata Group's teams and the teams of the purchased company.

A COMPANY WITH A HUMAN DIMENSION

1242

Employees in the Group (The total workforce of 1209 employees excluding trainees and similar positions)

35%

Of women in the Group

7 years

Of average seniority in the Group

+24%

Of new hires over 3 years (regarding open-ended contracts)

12

International Mobility

A COMPANY WITH A HUMAN DIMENSION

4.1 Skills and career development	26
4.2 Compensation & evolution	28
4.3 Employees wellness	31
4.4 Diversity & equality of opportunities	34

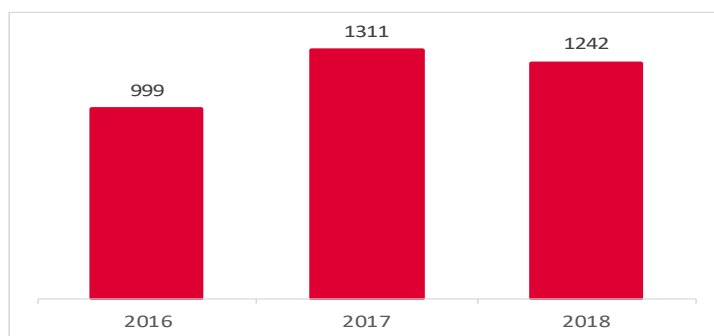
4.1 Skills and career development

Linedata Group's commitment to the development of its employees is an integral part of the human resources policy.

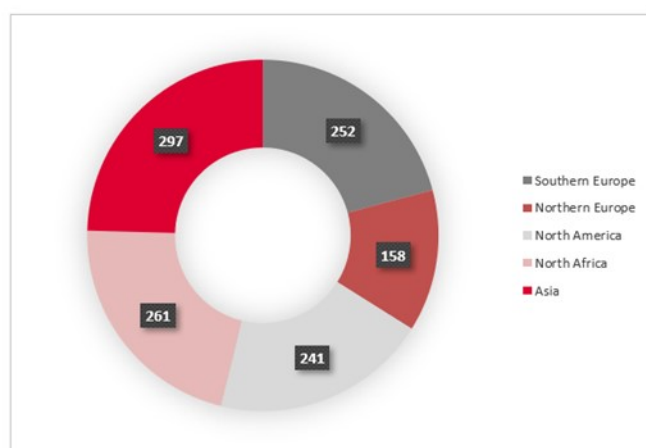
Linedata teams are multicultural and multidisciplinary, thus fostering human wealth.

• Evolution of the Group workforce

On December 31, 2018, Linedata Group had 1,242 employees (1209 employees, excluding trainees and similar positions). Linedata Group's workforce has grown by 24% over 3 years.



Cf Appendix 8.1



Cf Appendix 8.2

• Breakdown of workforce by region

The acquisition of Gravitas and QRMO in 2017 strengthened the Group's presence in the Asia region. Workforce in North America and Northern Europe is fairly stable.

It should be noted that 33% of the Group's workforce is concentrated in the region of Europe (Southern Europe & Northern Europe).

• Breakdown of Group workforce by job type

A new classification system

Employment management consists in the search for a match between the employees' aspirations and the jobs within the company, in the short, medium and long term. This quantitative adequacy concerns jobs and workforce. In case of inadequacy, imbalances can generate risks for Linedata Group:

- A large workforce represents a social and economic risk
- Insufficient workforce impacts production capacity and generates tension.

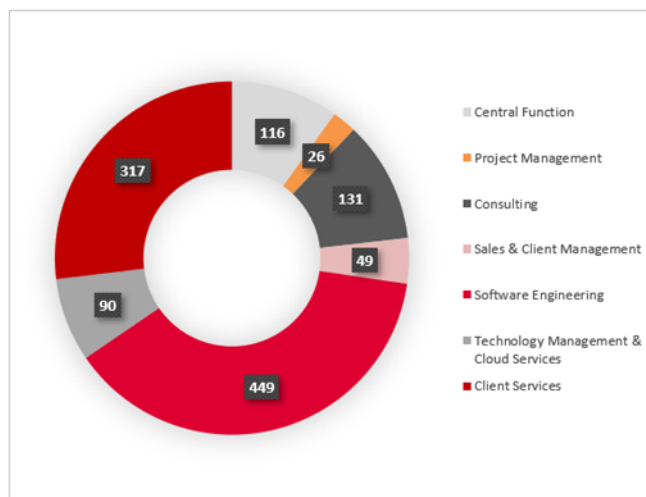
Additionally, these imbalances can simultaneously cause a global overstaffing on one hand and an understaffing in a specific unit on the other hand.

Jobs management influences various levers of Human Resources management, in terms of recruitment, mobility, training, etc.

For this reason, Linedata Group has deployed in 2018 a job classification called "Job Mapping".

Job Mapping is a market-driven methodology that allows to establish a repository of different levels of jobs within an organisation. This methodology determines the relative weight of the jobs within the organisation and defines several levels of contribution within the organisation. Job Mapping is the backbone of an effective HR policy. It provides a list all "benchmark jobs" of the Group and classifies them by family in a repository. This methodology is applicable worldwide and meets the specific needs of Linedata Group, while ensuring internal and external comparability.

Job Mapping aims to provide a better approach to employees' development, by providing more transparency, enabling expertise and promoting mobility within the Group.



Cf Appendix 8.3

Bearing in mind the software publishing business, Software Engineering (38%), Consulting (11%) and Customer Services (27%) functions represent the majority of the Group's workforce and is further strengthened since the acquisitions of Gravitas & QRMO in 2017.

As stated in the Methodological Note in article 7.3 "Scope" page 49, 31 employees are not integrated.

100% of
Permanent
contracts

Linedata favors hiring under permanent contracts, the use of fixed-term contracts is reserved for temporary replacements (maternity or parental leave, individual training leave).

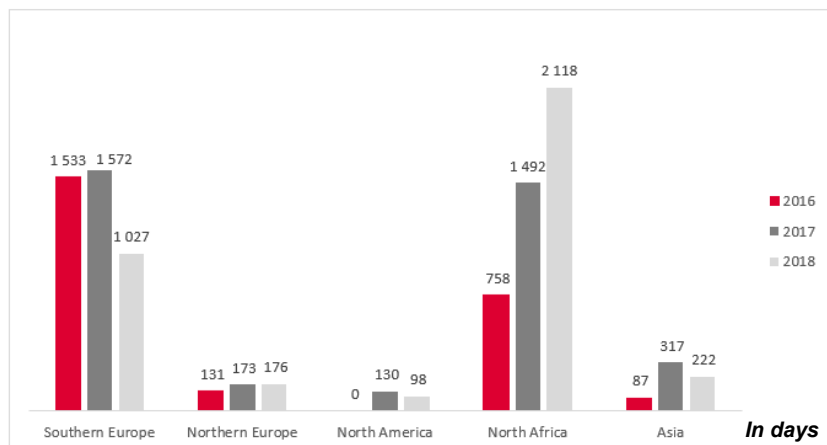
**excluding introduction to professional life programme (SIVP) internship, trainees & similar positions*

• Evolution of workforce distribution: Group Managers / non-Managers

	2016		2017		2018	
	Women	Men	Women	Men	Women	Men
Managers	23	73	25	101	55	160
Non-Managers	292	536	362	718	355	608
Total	315	609	387	819	410	768
Consolidated total	924		1206		1178	

Trainees and similar positions are excluded from the scope. At the end of 2018, the new job classification "Job Mapping" was deployed. For this reason, there is a gap of 31 non-integrated employees that will be integrated in 2019. This "Job Mapping" has allowed to show better visibility of managers among women.

• Training strategy



Training is one of the keys to broaden the employees' skills and talents. To maintain and increase its employees' skill level, Linedata Group has adopted training since its establishment as a major axis of development for all its employees and invests a significant percentage of its total payroll in training each year.

The Group has also set up internal training sessions on functional subjects led by recognized experts in their field.

Locally, each country builds and deploys an offer of internal and external training adapted to the needs of its activity.

Cf Appendix 8.10

NOTE: In North America, the information related to training are available since 2017.

In 2018, in order to improve and promote internal training, Linedata Group has implemented a platform called "E-Learning Front", to create a training offer adapted to Linedata's employees. During the year 2018, 738 employees have received training (over 61%). Linedata Group believes that training is an asset and allows to train employees to technological developments or standards and applicable regulations.

4.2 Compensation & evolutions

• Compensation & Mobility policy

The Group's compensation policy is based on common principles applied according to applicable laws, regulations and regional specificities.

This policy aims to:

- Attract, identify and retain talent
- Reward both individual and collective performance
- Implement the Group's strategy while considering the financial and operational objectives

A variable compensation policy is implemented for most employees to encourage performance.

The principles for increasing compensation, including fixed and variable components, are defined every year based on guidelines provided for the entire Group and considering local regulations.

The study of annual salary increases is based on the company's performance, the local economic situation and market practices. Where legislation so provides, negotiations are conducted with employee representative bodies.

Social protection for the reimbursement of medical expenses and/or insurance covering the risks of invalidity or death is provided for French companies and most subsidiaries.

New pension schemes were negotiated or instituted in 2014 for French companies. These arrangements, applicable since 2015, include: a Collective Pension Savings Group Plan (PERCOG, including an employer contribution added to employees' voluntary contributions) and a collective defined-contribution savings plan (Article 83, including contributions paid by the company).

The creation of "Job Mapping" makes it possible to coordinate the positions of the company with the reference local market. It is important for Linedata Group to acknowledge the expertise of company's talents.

Given the heterogeneity between the different countries where Linedata is located, the publication of average salaries would not add value to the readers of this document.

Linedata Group maintains a link between company's performance and employees' contribution to such performance. Since 2017, Linedata Group has set up monitoring on performance and skills development to better assess employees' performance.

• **Assessment & skills development**

Each employee has an evaluation interview at least once a year, with his or her supervisor in order to assess his/her performance, skills and possible areas for improvement.

These interviews enable to assess the employee's training needs, determine his goals for the coming year and consider his short and medium-term perspectives.

In 2018, Linedata Group therefore has deployed a tool for monitoring individual performance and annual assessment ("People Development Review") global, common to all employees, which assesses the employee's contribution to his position and associated skills and for establishing a development and career plan for the coming year. This tool should bring more fluidity in the sharing and monitoring of employees' development plans. For this first year, 68% of the employees had an interview in 2018 about their performance and goals through a tool, however additional individual interviews were set up apart from this tool.

In addition, the French companies of the Group have implemented an action plan for the use and maintenance of skills, in accordance with the current legislation. This plan is structured around the following areas of action:

- Anticipating the evolution of professional careers
 - Improving working conditions and preventing hardship situations
 - Development of skills and qualifications and access to training
 - Facilitating end of working life and the transition from work to retirement
- The transmission of knowledge and skills and the development of tutoring

• **Mobility program**

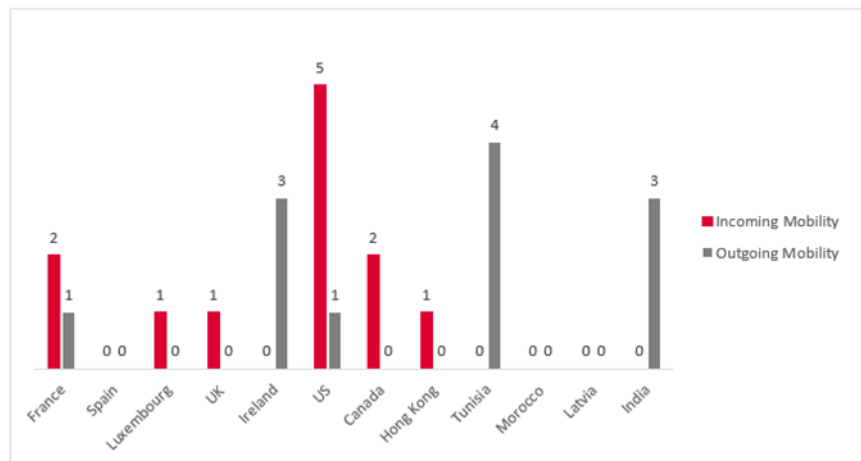
The Group offers 2 types of mobility:

- Internal mobility
- International mobility.

Internal mobility facilitates skills acquisition and restructuration according to market's needs. It provides new experiences for personal development and allows knowledge sharing with other employees. The wide range of activities within Linedata Group offers employees many opportunities to acquire new skills and develop their careers.

Linedata Group considers that employees' internal mobility is the key to deploying its corporate strategy.

In 2018, 12 employees have benefited from international mobility.



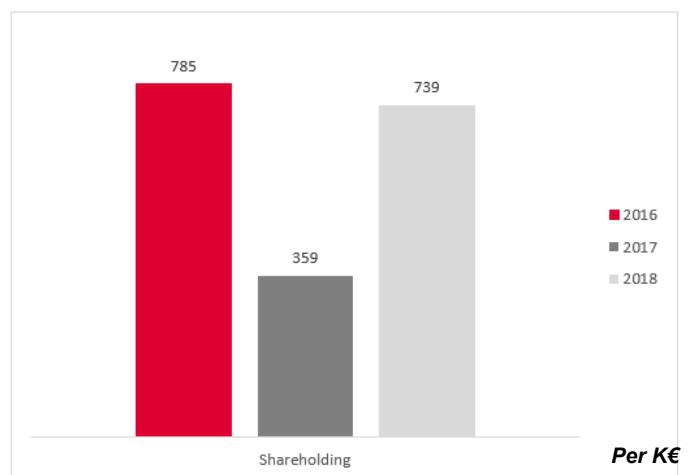
• Employees' shareholding in France

By the end of 2018, corporate representatives and employees hold 54.94% of the capital of the company, of which 1.17% through a mutual fund company investment (FCPE) from the Group Savings Plan (PEG).

The Group wishes to pursue this policy and gradually extend it to its subsidiaries abroad in accordance with local constraints, in order to increase the sense of belonging to the same Group.

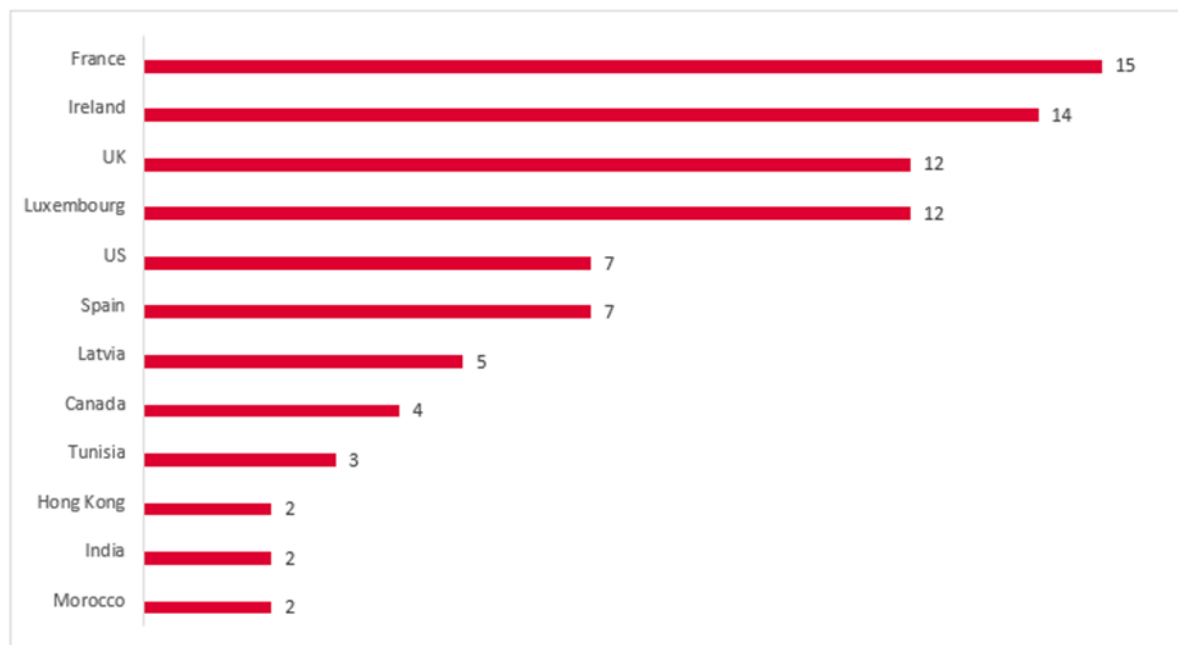
Evolution of shareholding in France

In addition, the General Assembly of Linedata has authorized Linedata's management to grant Linedata Services stock subscription or purchase options to Group employees (since the IPO) and to grant free shares to Group employees (since 2005). Each of these authorizations has already been used several times, and for the last time in 2014



4.3 Employees' wellness

- Average seniority by geographical areas**



Considering the arrival date of our employees, we can notice that:

- the average seniority within the Group is 7 years
- the average seniority in France is 15 years

- Number of hires and departures per region**

Recruitment is a driving force of Linedata Group's development strategy.

To meet the growing needs of the Group, most of the hires are graduates. A special effort is then paid to the training of the new recruits to ensure their development within Linedata, as demonstrated in Tunisia with the strong growth of training hours.

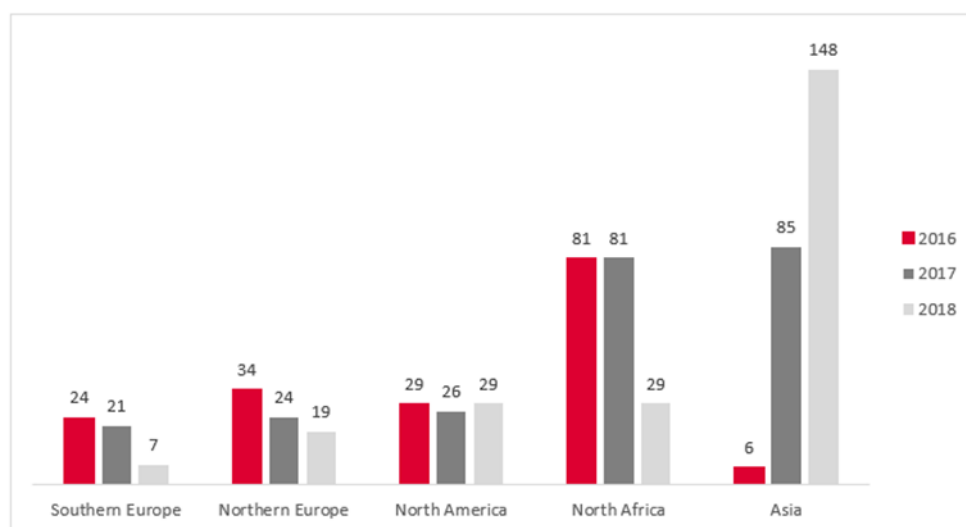
The vast majority of the Group's employees are executives having graduated from engineering schools, postgraduate training or business schools. They have either technical or functional skills or combine both skills.

Being a software and service provider for the financial world requires that Group companies master all technical and functional aspects. The strong functional skills of the teams make it possible to better understand customers' needs & businesses.

As Linedata continues its digital transformation, social networks have taken an increasingly important part in the recruitment process. Linedata account on "LinkedIn" is followed by more than 25,980 subscribers in 2018, representing a 44% increase in the number of subscribers compared to 2017 and the Group has more than 1,450 followers on Twitter since 2009, representing a 21% increase in subscribers compared to 2017.

Our ambition is to make Linedata Group a magnet for talent. Focused on the future, the Human Resources function of the Group has launched a program to harmonize processes and practices at a global level.

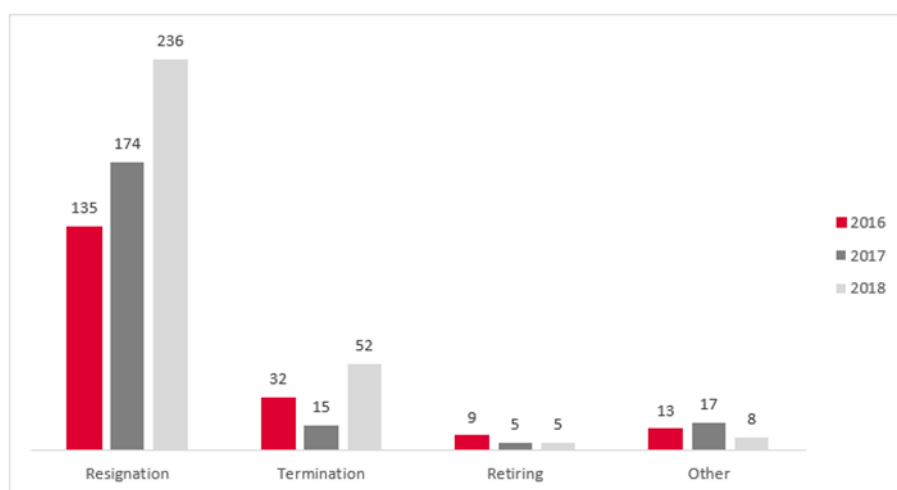
Evolution of hires by region



Cf Appendix 8.7

Hires on permanent contracts within Linedata Group have increased by 24% in 3 years, Linedata Group remains a pole of attraction for talent.

Departures by nature at Group level



Cf Appendix 8.8

An increase was witnessed in attrition due to market practices in countries of Centers of Excellence, that culturally have a higher attrition rate than European countries.

In terms of departures, the Gravitas subsidiary of Linedata Group saw its workforce decrease by 71 employees at the end of 2018. This decrease came as a result of a client's desire to integrate into its workforce, the teams that were dedicated to him. Thus, an amicable transfer of these employees was agreed upon.

Talent attraction

Linedata promotes the integration of young people in the world of work by having recourse to internships, apprenticeships or professionalization contracts, and VIEs to encourage the employability of young people.

In one of its centers of excellence in Tunis, Linedata Group uses:

- **Final Project Internships:** The objective of these internships is to have a complete final project, which is done at the end of the studies / end of the academic course. This final project aims to develop innovation and independence, strengthen the sense of responsibility and spirit of teamwork. Students must innovatively implement what they have learned throughout university in their Final Project and demonstrate their knowledge and skills.
- **Initiation to Professional Life Internships (SIVP):** a one-year contract is issued by the State to encourage companies to recruit juniors. This type of contract can only be obtained once during a professional career.

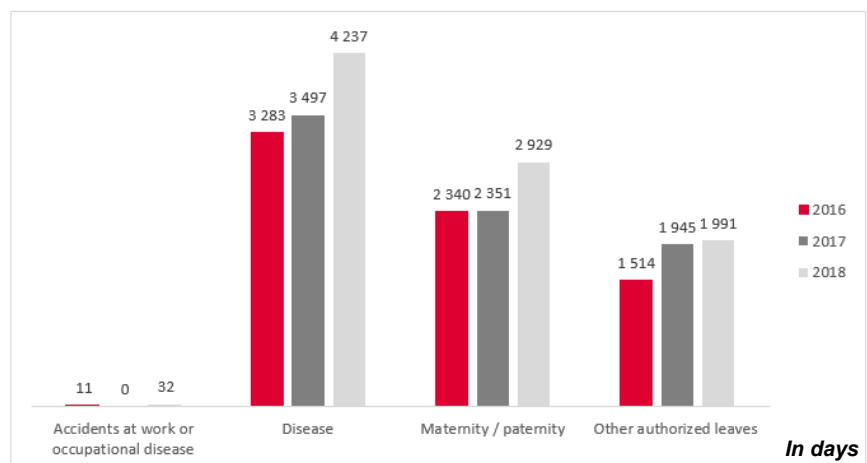
The advantages of this type of contract are that:

- ◆ it may be suspended and subsequently resumed
- ◆ employees under a SIVP contract, can leave their position without resignation
- ◆ the Tunisian State shall bear all taxes (CNSS ...) of the employee under a SIVP contract
- ◆ regardless of his or her academic level, a student is eligible for this kind of contract only after the end of the academic year.

• Absenteeism

The Code of Ethics of Linedata Group stipulates that health and safety of all employees is a requirement for the Group and that all necessary means must be implemented to guarantee such. The monitoring of absenteeism allows to measure the involvement and the satisfaction of our employees at work.

Absenteeism is monitored locally in accordance with the legislation in force in the various countries where Linedata operates.



Cf Appendix 8.9

It should be noted that the information on "Sick Leave" has only been recorded since 2018 for the UK, Latvia and Ireland.

Note: "Other" absences refer to family events, unpaid leave, leave per sick child, "Flex day" in India.

4.4 Diversity & equality of opportunities

For Linedata Group, the concept of diversity is not only linked to gender parity, but also to a multitude of differences, such as age diversity.

Equality Women / Men

For Linedata Group, employees' diversity is an important lever. For this reason, Linedata Group's Code of Ethics incorporates its main commitments in the areas of non-discrimination, equal opportunities and the promotion of diversity, to ensure that each employee or candidate during the recruitment process, has access to training, remuneration policy, internal mobility and professional development.

Linedata Group promotes gender diversity in its workforce, by increasing women's access to its various business activities and ensuring fairness in career development.

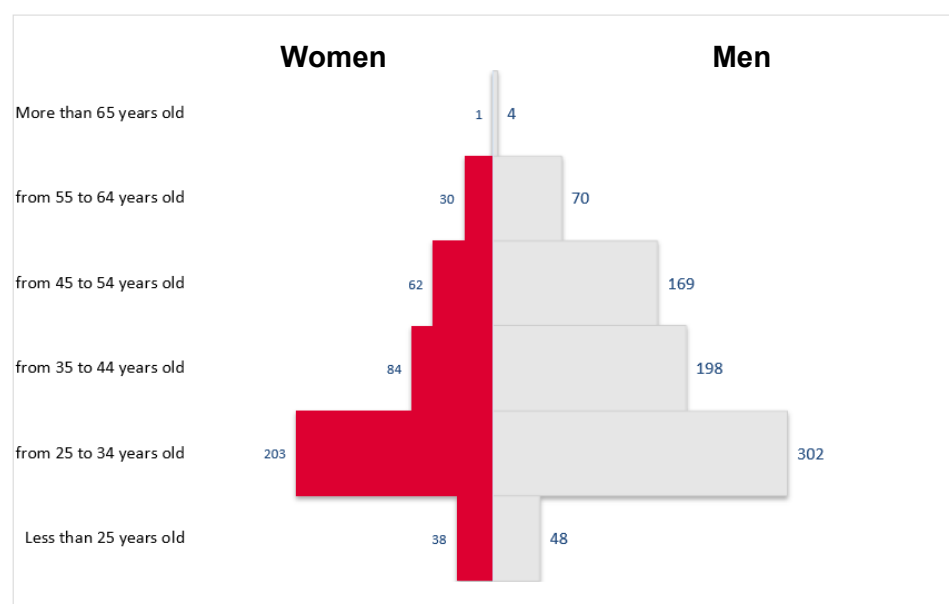
French and foreign companies are subject to specific laws, particularly in the fight against professional discrimination between men and women. Linedata Group strictly prohibits harassment and discrimination. Communication actions have been deployed, particularly in India with the support of local teams and managers.

Women represent 35% of the Group's workforce in 2018.

In France, this figure rises to 30%, which is higher than the 10 largest French IT services companies average (25% in average according to a study of the journal du net¹). In France, Linedata has set up a Commission for Professional Equality Men/Women. This Commission didn't notice any employment discrimination but found that there are more male candidates than female candidates.

In Tunisia, gender parity is widely respected as women represent more than 60% of the workforce in 2018.

Breakdown of Group workforce by age



Cf Appendix 8.6

Linedata Group believes that a balanced distribution of age classes is a vector for dynamism and innovation.

¹ <https://www.journaldunet.com/solutions/reseau-social-d-entreprise/1192248-la-part-des-femmes-chez-les-ssii/>

5

A CORPORATE CITIZEN

700

Clients worldwide

1

Lab within the Group in
2018

4

Innovation projects &
1 Innovation week in
2018

2

LDX in Hong Kong &
London (*Linedata Exchange*)

38

Millions euros of
purchase & external
expenditure

+ 1 000

Active suppliers in 2018

A CORPORATE CITIZEN

5.1 Dialogue with stakeholders	37
5.2 Function & Innovation projects	38
5.3 Corporate philanthropy & Volunteering work	39
5.4 Stakeholders' loyalty	40

5.1 Dialogue with stakeholders

Linedata organizes meetings around various company's projects, to ensure the adequacy of its corporate responsibility policy with stakeholders' expectations (employees, clients, suppliers, partners and shareholders). Listening and dialoguing are major components of Linedata Group's strategy. These collegial meetings encourage the development of a shared vision with its stakeholders regarding the Group's engagement: a better understanding and identification of societal changes, challenges, etc.

• With the employees

Employees play a critical role in the development and implementation of the sustainable development strategy.

An open and transparent dialogue is essential to ensure the understanding and adherence to Linedata Group's strategy and activities.

The exchange and sharing of ideas are important to the company and are done via several tools:

- Internal information sessions & newsletters
- The intranet (KEN) which gathers all internal information
- A network & a corporate blog (JoinIn & PluggedIn)
- The launch of « The voice » meetings, key places for the employees of our 2 pilot countries (UK and Tunisia) for asking questions, suggesting new ideas and initiatives.

• With the clients

Most contracts signed by Linedata Group with financial institutions have a term of 3 to 5 years, based on a recurring license and/or services fees model.

The Group is continuously working on contracts renewal on the one hand, and on the optimization of client relationship on the other hand, to establish a long-term collaboration in a climate of mutual trust.

The Group regularly informs its clients on the development of its activities through various channels:

- Press Releases
- Company's website: www.linedata.com
- Social networks: LinkedIn, Instagram, Facebook
- Market stimulation through the "Linedata Exchange" which is targeted to Group's clients and prospects. These events create opportunities for dialogue and debate on business issues and allow experts to discuss current and future issues related to the sector.



The importance of clients' satisfaction

Our clients' satisfaction is measured through a key indicator: Net Promoter Score. NPS is an indicator based on the following concept: the overall satisfaction level of our clients, to know if they would recommend Linedata Group, its products or services. The NPS reached 36% in 2018.

Calculation

Clients are classified into 3 categories according to their degree of enthusiasm:

- Promoter: Client giving a score of 9 or 10
- Neutral: Client giving a score of 7 or 8
- Critic: Client giving a score between 0 and 6

$$\text{NPS} = \text{Percentage of Promoters (Notes 9 and 10)} - \text{Percentage of Critics (Score from 0 to 6)}$$

Directives from the General Management were provided and when a client shows dissatisfaction, the sales management must contact him to provide answers and meet his requests.

• With suppliers

Responsible purchasing approach

Linedata Group purchased nearly € 38 million in goods and services in 2018 (representing an increase of 11.6% since 2016). Responsible purchasing is therefore an opportunity for corporate social responsibility.

In accordance with the requirements of the Sapin II law on the evaluation of business partners, Linedata Group has set up a Business Partner Charter which formalises the Group's requirements regarding human rights, personal data protection, business ethics, an eco-responsible procurement process and other obligations.

5.2 Function & Innovation projects

Since June 2017, the innovation department is dedicated to support the digital transformation, pilot experiments on key topics and support employees' initiatives.

In 2018, Linedata Group successfully launched its digital transformation and created the conditions for its deployment. Linedata now shares a common vision of innovation, with every employee being an actor.

Linedata Group has shown its dynamism in this area to the market, its clients and partners, through the creation of labs, the innovation week with 19 workshops, more than 1,750 connections (an average of 92 connections per workshop), and through the work made on Artificial Intelligence and Data in the Asset Management and Lending & Leasing business lines.

The goal is for this dynamic to continue and strengthen. For this purpose, the innovation team accelerates the creation and deployment of innovative projects, serving the Businesses and Centers of Excellence, and continues to build relationships with startups and universities. In 2019, 2 new Labs will be deployed.

5.3 Corporate philanthropy & Volunteering work

Linedata Group goal is to be a corporate citizen example. To this end, several initiatives are carried out in the field of sponsorship or volunteering. About thirty actions are carried out each year across the Group in four areas:

- Environment
- Health and Research
- Children
- Helping the most deprived

FRANCE

Since 2010, Linedata contributes to sponsorship through annual donations to Institut Montaigne.

Certain French sites purchase office supplies from a sheltered workshop (ESAT) located in the provinces.

TUNISIA

Linedata Group in Tunisia continues its corporate citizen approach. For the second consecutive year, Linedata participated in the initiative "Action green boots", whose objective is to participate in the reforestation of Tunisia.

In addition, the company took part in the 2nd edition of "A backpack for all" initiative, where each employee made a donation to be used for buying supplies to students in precarious situation.

In 2018, Linedata Group in Tunisia participated in a solidarity action in favor of needy families with "A meal for every Tunisian" association, where Linedata paid for the meals served in a center.

UK

In the UK, employees have contributed to the "Hearing Dogs for Deaf People" association, which aims to train dogs to improve the lives of deaf people in the UK.

The "World's Biggest Coffee Morning" is another initiative that was promoted. It is the largest fundraising event of the Macmillan Cancer Support Association. Every year, British people organize their own Coffee Morning and the donations received during this event go to this association.

The initiative in favor of the "Wrap up London" association, has been a great success among employees. The goal of this association is to collect old coats and give them to charities that support the homeless, refugees, people fleeing domestic violence, etc.

NORTH AMERICA

In Canada, Linedata participates in charity work through galas.

Charitable actions are organized with Aga Khan Canada Foundation, such as the 2018 "World Partnership walk" action, which purpose is to support development projects to lift people in Asia and Africa out of poverty.

In the USA, initiatives have been undertaken to help people in need:

- School supplies are collected and given to children.
- Old clothes, office supplies, toiletry articles, etc. are collected throughout the year.

- Stakeholders' summary report

Stakeholders	Description
Clients	Exchanges are organised on innovation initiatives.
Our employees	Linedata Groupe frequently communicates internally, through the various means of communication implemented (see section 5.1).
Suppliers / Vendors	Linedata Groupe has implemented an evaluation program for its suppliers and vendors, a dematerialized purchasing management policy.
Shareholders / investors	Shareholders have access to information in the reference document. Investors can have access to all communications via the «Investor relations » area on Linedata Group website.
Civil society	Linedata Groupe organizes partnerships, sponsorship and volunteering with associations through various actions.

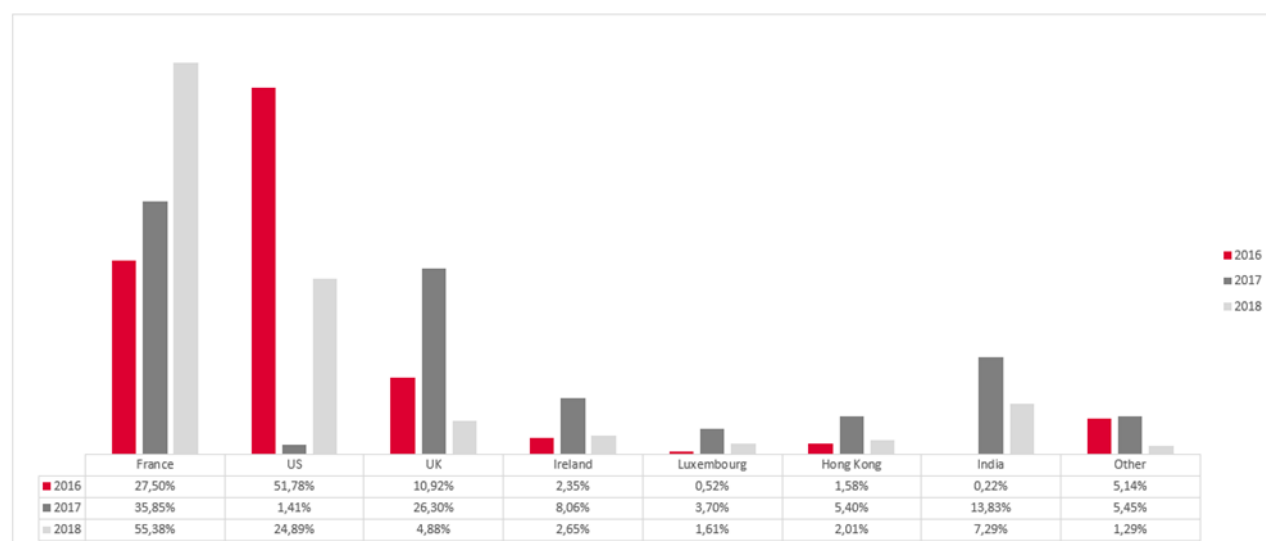
5.4 Stakeholders' loyalty

- Fight against tax fraud

Pursuant to paragraph 5 of Article L225-102-1 of the French Commercial Code amended by Law 2018-898 of October 23, 2018 on the fight against tax fraud, Linedata Group undertakes to fight against any type of tax fraud.

Linedata Group is therefore mainly taxed in countries with a tax system. The Group does not use its locations in low-tax countries (Luxembourg, Ireland, Hong Kong) to organize tax planning that could contribute to any kind of tax fraud.

Percentage of tax paid by the Group



Note : The category « Others » represents the following countries : Tunisia, Morocco, Latvia, Spain

• Prevent conflicts of interest

Employees should avoid being in a situation where their interests, or those of people close to them, may conflict with the Group's interest and may impair the independence of their judgment or professional integrity, as well as the Group's image and reputation.

Linedata is aware that, from time to time, business relationships may arise or develop between Group employees or with an employee of a third-party company (customer / supplier).

If these relations are likely to create a problem regarding independence or a conflict of interest, de facto or in appearance, in the eyes of our customers or our employees, such relations must be declared formally by the persons concerned to their direct supervisors to determine whether notifications or assignment changes are necessary

• Rejection of all forms of corruption

Linedata Group rejects all forms of corruption in its relations with its stakeholders, whether through offering or receiving an unjustified advantage.

- Linedata Group does not intervene in the financing of political life.
- Every employee must refrain from accepting for himself or his relatives, directly or indirectly, any advantage from any person who has or seeks to create or develops business relations with any company of the Group.
- When gifts or invitations are received, the guiding principle is total transparency, by immediately informing his/her hierarchy, and by returning the gifts in accordance with the defined policy when applicable.

In short, Linedata Group expects its employees not to accept or propose, directly or indirectly:

- Payments of money
- Gifts
- Or any other kind of advantage

• Develop fair business practices

Our actions shall be guided by a pledge of quality services to our customers' satisfaction and our compliance with the competition law rules.

All Group's suppliers and service providers are selected and treated with objectivity and loyalty, within the framework of transparent business practices and compliance with commitments.

Employees are prohibited from participating in any agreements or practices that could impede freedom of competition.

• Respect of Human Rights

Linedata's commitment is based on the recognition and respect of applicable national laws, as well as basic standards relating to social rights and protection of the environment.

For companies based in the United Kingdom, the Group has introduced "Modern Slavery Act" statement which is updated on a yearly basis. This statement is published under the Modern Slavery Act, which became effective on October 29, 2015.

Linedata Group continues to implement initiatives in favour of respect for human rights and undertakes to carry out its activities in an honest and ethical manner to prevent all forms of slavery and human trafficking in its supply chain.

• Reject forced child labour

Linedata Group is committed to fighting against forced labour or any other form of child labour, through the establishment of an Ethical Code.

Linedata Group ensures compliance with the rejection of child labour in the emerging countries in which it operates. In India, Linedata Group is taking into account the respect of the "Child Labor Act" in force since 1986.

6

TOWARDS AN ECO-RESPONSIBLE COMPANY

1

Purchase management
software

-30%

Professional vehicles
since 2016

+44%

Purchase orders
registered in our
e-procurement tool

TOWARDS AN ECO- RESPONSIBLE COMPANY

6.1 2018 Highlights	44
6.2 Environmental protection	44
6.3 Recycling & Waste management	44
6.4 Sustainable resource use	44
6.5 Climate change	45
6.6 Biodiversity conservation through dematerialization	46

Issues related to the environment and more particularly the consequences of climate change are increasingly affecting the planet and the societies. The year 2018 has been very eventful.

6.1 2018 Highlights

The IPCC (the Intergovernmental Panel on Climate Change), has issued a report on the consequences of global warming where, according to it, the warming would have an even more serious effect than initially envisaged by climatologists. This report indicates that the planet is likely to warm +1.5 degrees by 2030 up to 2052, which would be catastrophic from an ecological point of view.

The year 2018 was also marked by a global awareness regarding the dangers threatening biodiversity. Indeed, the disappearance of bees, the extinction of insects, and more and more threatened species, have made the news headlines.

The world's population has also noticed that the planet is facing more and more natural disasters: an increase in forest fires linked to global warming, cyclones, typhoons and other weather events. The typhoon in Hong Kong was among 2018 most significant events in terms of natural disasters.

Some cities started to act against the omnipresence of vehicles. As a matter of fact, in 2018, major cities such as Oslo, Copenhagen, Hamburg, Paris have implemented a real action plan to reduce the number of cars in these cities. For example, Paris has decided to introduce a "crit'air" sticker, which is an air quality certificate classifying vehicles according to their pollutant emissions. The city of Paris allowed the deployment of electric scooters and motorbikes.

6.2 Environmental protection

Since Linedata Group is a software company, its activities' direct environmental impacts are low.

Nevertheless, the Group is aware of its responsibility to protect the environment and pays particular attention to actions to reduce its environmental footprint.

Environmental issues are present in the daily behaviours of all employees during their activities. The main actions implemented are presented below and tend towards a circular economy through prevention of waste production, re-use of products, recycling or, failing that, waste recovery. Linedata does not make any provision for environmental risks.

6.3 Recycling & waste management

Linedata Group attaches great importance to the environmental impact of its IT equipment, both in terms of equipment usage and its recycling. Its computer fleet includes fixed stations, laptops and data servers.

When purchasing new equipment, Linedata Group inquires about environmental labels such as "Energy Star", an internationally recognized label.

The recycling of computer and electronic equipment (computers, mobile phones, photocopiers) is generally provided by companies or associations that comply with the local environmental standards in force regarding the treatment of electronic waste.

Other recycling and waste disposal actions mainly relate to:

- Collection of used ink cartridges on all sites concerned
- Occasional donations made by employees to schools or charities.

6.4 Sustainable resource use

Linedata Group is engaged in raising awareness among its employees by involving them with measures taken to save resources through eco-friendly practices and technologies that can reduce the environmental impact of the Group's activities.

Sustainable use of resources is based on various actions:

- **Use of energy**

Linedata continues to renew its IT infrastructure by focusing on more efficient servers using the latest technologies in terms of reducing power consumption: the reduction in the number of servers makes it possible to reduce the "computer rooms" size and thus to reduce their energy consumption (electrical power, air conditioning, etc.).

In most cases, employees are equipped with computers using a "sleep" mode after a certain period of inactivity, thus saving energy.

The new printer models implemented on certain sites have eco-functionalities (reduced energy consumption, paper and digital documents management).

- **In terms of lighting**

Linedata Group continues to replace lighting at all sites with low energy light bulbs when possible (excluding neon lights).

The presence of timers in the common parts allows for the automatic extinction of the lights. In addition, cleaning and security companies are prompted to turn off office lights in the evening at all sites.

- **In terms of paper**

The Group encourages employees to print documents only when necessary and preferably use double-sided printing.

Additionally, Linedata has set up paperless procedures.

Regarding internal and external communication, public documents, such as annual reports and greetings cards, are made available electronically.

Regarding administrative staff management, internal administrative documents such as leave requests or expense reports are managed via the intranet and an IT tool; both tools also manage the entire approval process.

Concerning the dematerialization of supplier invoices, invoices of certain suppliers with large supporting documents (such as those of telecommunications operators) are administered via e-mail; only invoices are printed as part of the expenditure initiation process.

In France, since September 2017, Linedata has dematerialized:

- employee pay slips. An online safe is made available to staff allowing employees to see, retrieve their pay slips, and if the employee desires, store various documents for free.
- restaurant vouchers

6.5 Climate Change

Linedata Group is aware of the importance of indirect emissions of greenhouse gases caused by servers' high energy consumption. The vast majority of its servers are rented from data hosting companies, Linedata therefore has very little means of action.

As a software publisher belonging to the tertiary sector, transportation is the main source of greenhouse gas emissions by the Group.

- **Short distances**

The Group has opted for offices close to public transport, thus limiting the use of personal vehicles and promoting the limitation of air pollution.

In France, Linedata continues to renew its car fleet by focusing on vehicles with low CO2 emissions.

- **Travel policy**

The Group has put in place a travel policy designed to reduce the environmental impact of car travel.

According to this policy, employees must focus on:

- audio-conference and videoconference meetings rather than travel (high-performance computing tools are made available)
- travel by train rather than plane
- economy class for air travel, Business class carbon footprint being much higher than that of the Economy class

6.6 Biodiversity conservation through dematerialization

The goal of the dematerialization process is to contribute to improving a company's performance in terms of sustainable development. Linedata Group has therefore decided to internally develop a solution for the management of its purchasing process. This solution has been improving constantly to provide employees with a reliable, efficient and user-friendly tool.

Given the increase in external purchases and expenses and to foster the dematerialization of the purchasing process through our internal e-procurement tool, the expenditure of 3/4 of Linedata Group's regions has been managed in an electronic fashion in 2018. Over 3 years, the number of dematerialized purchase orders have increased by 44% compared to purchases and external charges which have increased by 11%.

7

METHODOLOGY NOTE





METHODOLOGY NOTE

7.1 Introduction	49
7.2 Linedata & its stakeholders	49
7.3 Scope	49
7.4 Non-applicable information	50
7.5 Reporting explanations	50

7.1 Introduction

Due to the increasing number of social, societal and environmental risks that have been identified, Linedata Group has already started reporting the impacts of its activity under the ordinance n ° 2017-1180 of July 19, 2017. This ordinance amends the legislative framework for the publication of extra-financial information to be consistent with the requirements of the Corporate Social Responsibility (CSR) directive n ° 2014/95 of 22 October 2014.

This enables the Group to create a risk map which identifies risks, not only of a CSR nature but also of an economic, financial, ethical and other nature, that have a decisive impact on the Group's ability to carry out its missions on the long term.

7.2 Linedata & its stakeholders

The objective of Linedata Group's CSR program is to rely on a constant dialogue with all its stakeholders: business partners, employees, suppliers, etc.

This dialogue allows us to create high growth opportunities and maintain Linedata Group's ethical reputation.

Internally this approach exists at all levels of the Group:

- at Headquarters, employees are the main interlocutors and coordinate a large majority of the initiatives within Linedata Group.
- in each entity of Linedata Group, employees have a special relationship with our stakeholders.

The purposes of this close relationship with our stakeholders are as follows:

- to list their expectations
- to prioritize CSR issues according to their needs
- to define KPIs for evaluating Linedata Group's performance

This approach is based on ISO 26000.

7.3 Scope

• Consolidation scope

The figures published in this report concern all consolidated companies. When a company enters the Group, its social, societal, environmental, ethical, other data are integrated regardless of the percentage of ownership.

• Changes in the scope

Considering the potential changes in the legal entities, Linedata Group has decided that starting from the 2018 financial year, it is more relevant to present reporting by countries.

Concerning KPIs relating to CO2 consumption, only France and Luxembourg (number of professional vehicles) have car fleets.

Concerning the evolution of workforce distribution by activity, a new internal classification, called "Job Mapping" has been deployed since December 2018. As a result, there is a gap of 31 employees non-integrated in the distribution of the workforce by activity, who will be integrated in 2019.

Concerning the number of SIVP contracts in Tunisia, Linedata Group has considered that it was more relevant to create a category "Subsidized Contract". Regarding information on trainees and similar positions outside France, reports are available only since 2018.

In terms of departures, the Gravitas subsidiary of Linedata Group saw its workforce decrease by 71 employees at the end of 2018. This decrease came as a result of a client's desire to integrate into its workforce, the teams that were dedicated to him. Thus, an amicable transfer of these employees was agreed upon.

7.4 Non-applicable information

Considering its software publisher activity, part of obligation III paragraph 2 of the law L225-102.1 on *"the fight against food waste, food insecurity, the respect for animal welfare and responsible, fairly traded and sustainable food"* is not applicable to Linedata Group, as well as the climate change impact of the Group activity and the use of the goods and services it produces.

Linedata Group considers that even if its activity is completely tertiary, it is its duty to be an eco-responsible company.

7.5 Reporting explanations

• Reporting standards

Common reporting standards have been implemented within the Group to ensure consistency between indicators across all subsidiaries.

About social data: in 2018, Talentsoft HR platform covers all Linedata Group employees (99.99% of the workforce). This platform was implemented throughout the Group in 2017 to facilitate personnel management and provide managers and employees with access to a wide range of HR tools and information.

• Explanation of main indicators

• Social indicators

Group Workforce: Linedata Group's workforce includes all individuals with an employment contract, an apprenticeship contract or a professional training contract or doing an internship at Linedata Group as of December 31, 2018, corresponding to the last calendar day of the year.

Workforce is based on the number of employees, regardless of the working time or the start date during the month.

Regions of the Group:

Regions appearing in the social indicators tables are determined as follows:

- Southern Europe region: France, Luxembourg, Spain
- Northern Europe region: United Kingdom, Ireland, Latvia
- North America region: USA, Canada
- Asia region: Hong Kong, India
- North Africa region: Tunisia, Morocco

Hiring and Departure: Hiring and departures exclude all intra-company transfers, such as transfers between legal entities.

Number of work-related accidents: The number of work-related accidents corresponds to the number of accidents involving sick-leave of 1 day or more during year 2018

• Environmental indicators

Environmental indicators take into account the number of existing professional vehicles in 2 countries (France, Luxembourg).

Linedata Group is working towards dematerialization, starting with the purchase process through the number of registered purchase orders.

Considering its software publisher activity, Linedata Group is not in the ability to quantify significant greenhouse gas emissions and thus is unable to establish indicators.

- **Consolidation and internal control**

This statement and this report are based on consolidated data, which are the responsibility of the Audit & Compliance Department and the HR Department and are based on information provided by Linedata Group's Holding company and its subsidiaries.

The qualitative information is derived from interviews with the persons in charge of the relevant matters, in the various countries where Linedata operates.

A multidisciplinary team composed of the Legal, Finance, HR, Audit & Compliance Departments, ensures the comprehensive approach adopted regarding the Group.

In addition to the Group's core resources, a network of local correspondents has been established in all geographical areas. This organisation ensures consistency of information flows within the Group, effective implementation of actions at all levels, as well as a dialogue at the highest level of the company about matters relating to the business responsibility of the Group.

Consistency checks and comparison checks with data from the previous accounting periods are carried out. Data is collected and checked by the Audit & Compliance team, which ensures its consistency before sending the final statement of extra-financial performance to the Independent Third- Party Organisation for verification.

APPENDICES (2016-2018 data)



8.1 Group workforce evolution

	2016	2017	2018
Permanent contracts	914	1228	1136
Fixed-term contracts	11	9	0
Subsidized contracts	55	55	73
Internship contracts & similar (trainee, apprenticeship contract, professional training contract, VIE)	19	19	33
Total	999	1311	1242*

8.2 Workforce development by region

	2016	2017	2018
Southern Europe	281	280	252
Northern Europe	165	157	158
North America	216	279	241
North Africa	212	215	261
Asia	52	297	297
Total	926	1228	1209

* Workforce of 1209 employees not including trainees & similar

8.3 Breakdown of workforce by activity

	2018
Central functions	116
Project management	26
Consulting	131
Sales and customer relations	49
Software engineering	449
Management of technology and cloud services	90
Customer services	317
Total	1178*

* At the end of 2018, the new job classification "Job Mapping" was deployed. For this reason, there is a gap of 31 non-integrated employees that will be integrated in 2019.

8.4 Breakdown by type de contract

	2016			2017			2018		
	Permanent /fixed-term	SIVP	Internship contracts & similar	Permanent /fixed-term	SIVP	Internship contracts & similar	Permanent /fixed-term	SIVP	Internship contracts & similar
Southern Europe	280	0	19	280	0	19	252	0	33
Northern Europe	165	0	0	166	0	0	158	0	0
North America	216	0	0	279	0	0	241	0	0
North Africa	212	55	0	215	55	0	188	73	0
Asia	52	0	0	297	0	0	297	0	0
Total	925	55	19	1237	55	19	1136	73	33
Consolidated Total	999			1311			1242		

8.5 Evolution of workforce distribution: Group Managers / non-Managers

	2016		2017		2018	
	Femmes	Hommes	Femmes	Hommes	Femmes	Hommes
Managers	23	73	25	101	55	160
Non Managers	292	536	362	718	355	608
Total	315	609	387	819	410	768
Consolidated Total	924		1206		1178*	

* At the end of 2018, the new job classification "Job Mapping" was deployed. For this reason, there is a gap of 31 non-integrated employees that will be integrated in 2019.

8.6 Distribution by age group

	2016		2017		2018	
	Men	Women	Men	Women	Men	Women
Under 25	17	14	27	15	48	38
Between 25 and 34	184	155	363	189	302	203
Between 35 and 44	160	72	205	87	198	84
Between 45 and 54	178	59	189	65	169	62
Between 55 and 64	50	31	61	31	70	30
Over 65	4	0	4	1	4	1
Total	593	331	849	388	791	418
Consolidated Total	924		1237		1209	

8.7 Recruitments by type of contract

	2016		2017		2018	
	Permanent	Fixed-term	Permanent	Fixed-term	Permanent	Fixed-term
Southern Europe	18	6	17	4	6	1
Northern Europe	33	1	22	2	19	0
North America	29	0	26	0	29	0
North Africa	77	4	77	4	29	0
Asia	6	0	85	0	148	0
Total	163	11	227	10	231	1
Consolidated Total	174		237		232	

8.8 Departures by nature

	2016	2017	2018
Resignation	135	174	236
Dismissal & contractual termination	32	15	52
Pension	9	5	5
Others	13	17	8
Total	189	211	230

8.9 Number of days of absence (not including paid leave)

	2016	2017	2018
Occupational accident or diseases	11	0	32
Sick leave	3 283	3 497	4 237
Maternity / paternity leave	2 340	2 351	2 929
Others	1 514	1 945	1 991
Total	7 148	7 793	9189

8.10 Number of training days

	2016	2017	2018
Southern Europe	1 533	1 572	1 027
Northern Europe	131	173	176
North America	0	130	98
North Africa	758	1 492	2 118
Asia	87	317	222
Total	2 509	3 684	3 641

8.11 Evolution of shareholding

In K€	2016	2017	2018
Shareholding	785	359	739

REPORT BY THE INDEPENDENT THIR PARTY (ITP)



Report by the independent third party, on the consolidated non-financial statement included in the management report

Linedata Services

27 rue d'Orléans, 92 200 Neuilly sur Seine

For the year ended December 31, 2018

To the shareholders

As a member of the profession of certified public accountants appointed as independent third party and certified by COFRAC under number 3-1055 (information available on www.cofrac.fr), we hereby report to you on the non-financial statement for the year ended December 31, 2018, included in the management report pursuant to the legal and regulatory provisions of articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

The entity's responsibility

Pursuant to legal and regulatory requirements, the Management Board is responsible for preparing the Statement, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines").

Independence and quality control

Our independence is defined by the provisions of article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with the ethical requirements, French professional guidance and applicable legal and regulatory requirements.

Responsibility of the independent third party verifier

On the basis of our work, our responsibility is to provide a report expressing a conclusion on:

- the compliance of the Statement with the provisions of article R. 225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with article R. 225-105 I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

However, it is not our responsibility to comment on:

- the entity's compliance with other applicable legal and regulatory provisions, in particular the French duty of care law and anti-corruption and tax evasion legislation;
- the compliance of products and services with the applicable regulations.

The work described below was performed in accordance with the provisions of articles A. 225-1 et seq. of the French Commercial Code determining the conditions in which the independent third party performs its engagement.

Nature and scope of our work

Our procedures allowed us to assess the compliance of the Statement with regulatory provisions and the fairness of the Information:

- we obtained an understanding of all the consolidated entities' activities, the description of the social and environmental risks associated with their activities and, where applicable, the impact of this activity on compliance with human rights and anti-corruption and tax evasion legislation, as well as the resulting policies and their outcomes;

- we assessed the suitability of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III as well as information regarding compliance with human rights and anti-corruption and tax evasion legislation;
- we verified that the Statement presents the business model and the principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with its [their] business relationships, its [their] products or services, as well as its [their] policies, measures and the outcomes thereof, including key performance indicators;
- we verified, where relevant with respect to the principal risks or the policies presented, that the Statement provides the information required under article R. 225-105 II;
- we assessed the process used to identify and confirm the principal risks;
- we asked what internal control and risk management procedures the entity has put in place;
- we verified that the Statement covers the scope of consolidation, i.e. all the companies included in the scope of consolidation in accordance with article L. 233-16 within the limitations set out in the Statement;
- we assessed the data collection process implemented by the entity to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data,
 - substantive tests, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities and covers between 19% and 100% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;

- we referred to documentary sources and conducted interviews to corroborate the qualitative information (measures and outcomes) that we considered to be the most important;
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

Means and resources

Our work was carried out by a team of 4 people between October 2018 and the 13th of February 2019 within a period of 20 weeks.

Conclusion

Based on our work, nothing has come to our attention that causes us to believe that the non-financial statement is not in accordance with the applicable regulatory provisions and that the information, taken as a whole, is not presented fairly in accordance with the Guidelines.

Comments

Without qualifying our conclusion, the reader's attention is drawn about the fact that some data are not presented as indicators of performance.

The reader's attention is drawn to the paragraph "policies and KPI's description" about policies related to "well-being at work".

Policies related to "green house gas emission reduction and eco citizen activities promoting" does not present a target or an organisation.

Done at Toulouse, France the 13 february 2019

INDEPENDENT THIR PARTY (ITP)

SAS CABINET DE SAINT FRONT

Jacques de SAINT FRONT

President