

A hand is shown from the bottom, cupping a globe. The globe is covered with a complex network of white lines and dots, representing a global network or digital connectivity. The background is a soft, out-of-focus blue and white.

DECLARATION OF EXTRA-FINANCIAL PERFORMANCE 2021

LINEDATA, AN INTERNATIONAL COMPANY ON A HUMAN SCALE



1075*

Employees worldwide



20

Offices worldwide



160,2

2021 Turnover
In millions of Euros (-0,5% vs 2020)



3

**Partnerships
Innovation in
2021**

3

**Responsible
commitments
in 2021**



34%

**Of women
in the
Group**

60%

**Of women
on the Board of
Directors**



18 years

**Average length
of service in
France**

9 years

**Average length
of service in the
Group**

* The workforce is composed of 1059 employees excluding apprenticeship contracts.



MESSAGE FROM ANVARALY JIVA, FOUNDER AND CEO OF LINEDATA

We have achieved numerous successes in 2021 and I salute the commitment of our 1100 employees in making these successes possible.

The well-being of our colleagues has always been at the heart of our concerns, and we have continued to adapt the organisation of our 20 offices in the context of remote working associated with the health crisis.

We have pursued our efforts to foster the development of our employees, by maintaining facilities and accelerating access to training programmes, and by focusing on technology and products to strengthen the culture of innovation among each of our employees.

We have also launched our first 'Life@Linedata' barometer, which aims to continuously improve the employees' experience by creating a work environment that meets their expectations and the cultures of our regions.

In terms of innovation, this year saw the successful completion of partnerships with prestigious universities such as MIT, and the multiplication of projects with startups and with our clients, across our global network of labs.

We have also maintained our commitment to digital responsibility through several initiatives, such as the signing of the Numeum Ethical AI manifesto, as well as those of Planet Tech'Care and of the French Institut du Numérique Responsable. We have decided to carry out our first carbon assessment, which will be launched early next year.

In these uncertain times, it has become more vital than ever to reaffirm our values. Linedata continues to support the most vulnerable in the field, through many actions that are carried out each year by our employees, such as the "one schoolbag for each student" initiative in Tunisia or the distribution of school kits in India, and of course, through our major charity project in Uganda, which is making promising progress.

Linedata is based on solid fundamentals, and I am confident in our ability to implement our business plan and to involve all our stakeholders in the development of our common future.

Yours sincerely,

Anvaraly Jiva

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1

AN INDEPENDENT AND WELL-ESTABLISHED GROUP

1

A CSR strategy
contributing to the
company's
sustainability

62%

Share held by the
management and
the employees

1

AN INDEPENDENT AND WELL-ESTABLISHED GROUP

- 1.1 Linedata Group's activities
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1.1 Group Activities

Linedata is a software publisher and a provider of services and value-added data.

The combination of these three components brings unique and exceptional operational capabilities to our 700 clients, including traditional and alternative assets managers, fund administrators and credit and finance institutions.

Software

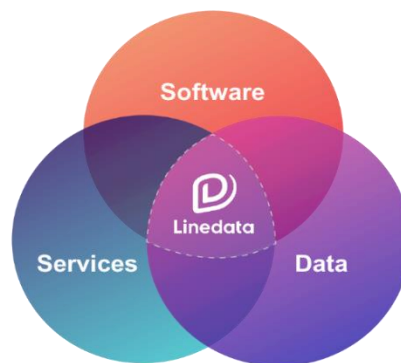
For over 20 years, Linedata has been creating powerful software to simplify our clients' operations. Developed by a team of engineers at the leading edge of the latest scientific and technological developments, our software platforms are modular, available in the cloud and highly scalable with the ongoing delivery of new features and modules.

Data

Our data management services enable the structuring and exploitation of the proper data from multiple sources, without redundancy or additional cost. Our artificial intelligence and machine learning tools provide unique insights to manage operational risks and help our clients develop effective mitigation strategies.

Services

Our services offer human expertise to make the most of our software and data. Our highly skilled experts supplement our clients' teams in key operational positions, ensuring results, resilience, scalability and efficiency.



Our offices worldwide



1.2 Our Market Segments

Linedata provides a global offering of software, services and value-added data to **asset managers, fund administrators, lenders and lessors.**

Asset Management

- Asset Management

The asset management industry is undergoing tremendous change: digital transformation, regulatory challenges, cost pressures and the evolving needs of its worldwide client base. Asset managers are required to adapt constantly and rapidly to manage the complexity of their business and stimulate growth.

Our agile and collaborative asset management cloud platform, Linedata AMP (Asset Management Platform), structured around a powerful data offering is powered by innovative software.

- Fund administration

For over 20 years, we have been supporting fund administrators, fund managers and start-ups with robust solutions and customised services designed by our experts.

Our well-established offering of fund accounting, transfer agency and net asset value oversight, is transforming our clients' back-office operations to help them achieve operational excellence.

Lending & Finance

We develop tailor-made front-to-back solutions for all of our clients' lending and finance activities: automotive finance, commercial lending, consumer finance, equipment finance, real estate finance and syndicated lending.

Through the automation and streamlining of processes along the value chain, financial institutions can focus on their business and their customers. These customers enjoy faster funding and a smooth customer experience, while also managing their risks.

1.3 Our Market Trends

✓ Market Trend

To illustrate the annual growth in global IT spending across Linedata Group's markets between 2019 and 2023, the chart below shows that Software and Services offerings remain the most profitable IT sectors, both in terms of growth (6-10% CAGR) and volume (bubble size).

Industry Market Size, CAGR and Growth Share by Product Segment, Software and Services Lead the Growth



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Gartner

CAGR stands for "Compound Growth Rate" which is the average annual growth rate.

1.3 Our Market Trends (continued)

✓ Trend per Market Segment

Beyond the main trends pertaining to the public cloud and the strong demand for software supporting operational efficiency, Linedata has identified the following key trends per market segment:

Asset Management

Asset Managers:

- Global market growing at a forecasted CAGR of 6% from 2020 to 2023 and in consolidation for the benefit of larger players
- Strong competitive intensity resulting in a demand for software that improves operational efficiency, often with a view to reducing costs
- Growing demand for a high value-added data offering (including data analytics, as offered by Linedata Analytics Services)

Hedge Fund Managers:

- Global market concentrated in the US, UK and Hong Kong, with a consolidation in favour of larger players and a dynamism in Europe and Asia, which are Linedata's preferred markets in this segment
- Mid-sized or niche players seeking a packaged a Software and Services offering, such as offered by Linedata
- Emergence of ESG frameworks and concepts and increased integration into the investment process, as offered by Linedata ESG Inside

Fund Administrators:

- Market highly concentrated on large and growing players, with a focus on Asia and the US
- Development of niche players, including "Third Party Administrator Specialists"

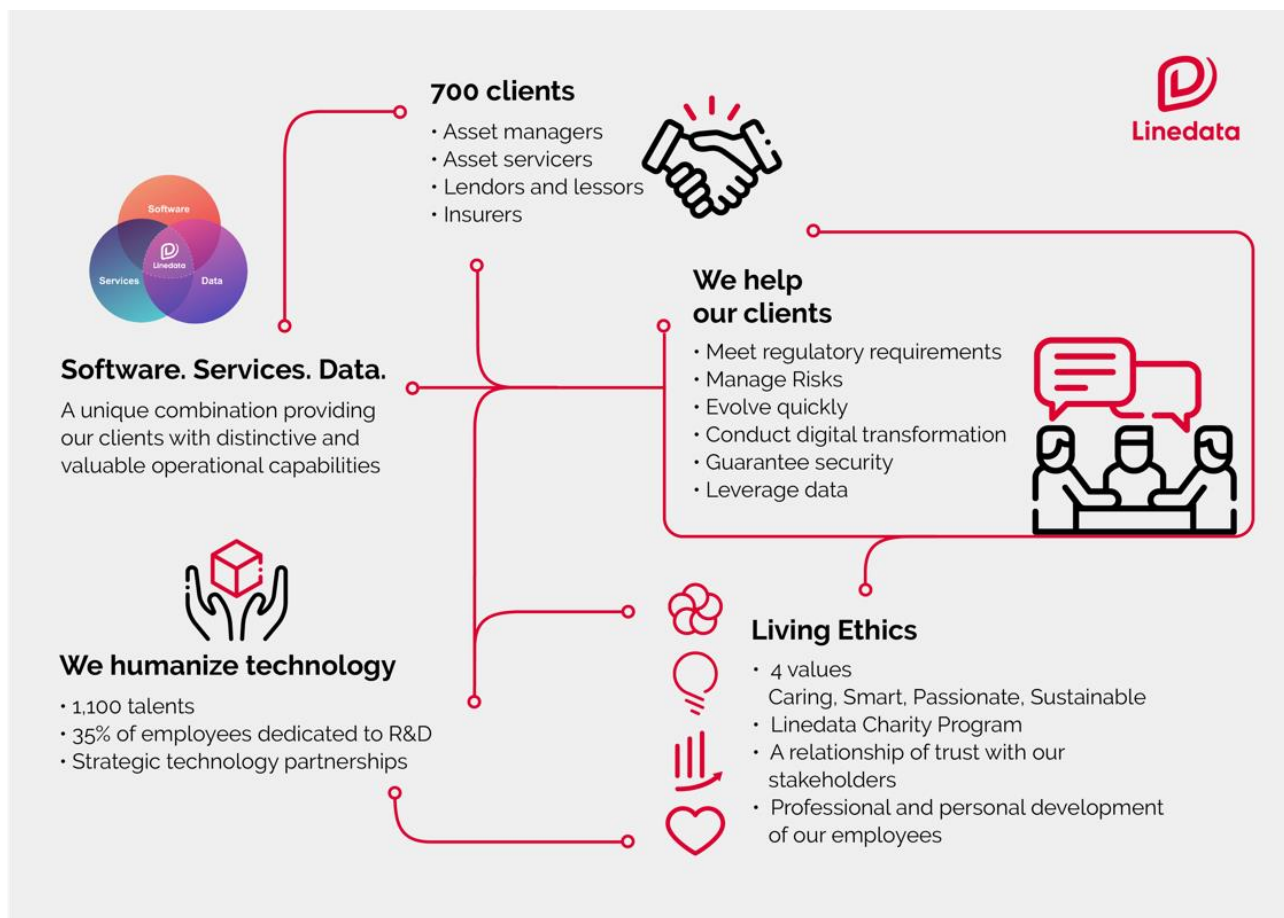
Credit & Finance

Automotive and capital goods funders:

- Global impact of the transition from an ownership economy of to a leasing economy, on BtoB players and now also on BtoC, for both short-term and long-term rentals
- Financing players' shift towards second-hand vehicles/equipment (new asset classes requiring funding).
- Strong impact of the Covid-19 pandemic on the automotive markets
- Reorganization of historical players to grow in size while improving the service offered

Lenders:

- Growing expectation from funding applicants for a fully digital and flexible experience
- Banks' growing expectations for software solutions that meet cybersecurity requirements.



1.4 Our long-term strategy

Linedata is pursuing its transformation by implementing an ambitious strategy based on three pillars: the provision of an offer at the forefront of innovation including software, services and data analysis, the establishment of value-added partnerships and an innovation strategy to support its customers.

Deploying our software, services and data offer

The commercialisation of our software, services and data offerings is taking place around the world:

- Our next generation Asset Management, Lending & Leasing and Fund Services platforms are in the process of being implemented by our clients,
- Our global Services offering is being deployed, driven by the success of co-sourcing offers,
- Following the initial success of Data Analytics, our new data offering is expanding, and we are strengthening our relationships with partners in this area.

Infrastructure, Technology and Innovation

The expansion in 2020 of our strategic partnership with HCL and of our existing alliances built with Inetum (GFI) and Amazon Web Services (AWS), ensures the flexibility and scalability of Linedata's infrastructure. It also enables immediate access to best-in-class technologies and processes, which are essential to fast-track our transition to the public cloud and to leverage artificial intelligence.

Linedata also continues to fast-track its innovation programme by deploying its network of Labs, gathering clients, employees, academic partners and start-ups around new ideas and key initiatives to shape Linedata's future.

Finally, Linedata continues to strengthen its operational efficiency, the reliability of its developments and its teams' agility in order to be able to swiftly respond to our clients' new requirements.

The relationship of trust established with our clients enables us to continuously enrich our offer and develop new opportunities with them, notably through various initiatives such as the Client Engagement Program and the annual satisfaction survey and its associated action plans.

Partnership Strategy

Our strategic partnerships with HCL, Inetum (GFI), and Amazon Web Services (AWS) provide us with immediate access to best-of-breed technologies and processes that are essential to accelerate our transition to the public cloud and leverage artificial intelligence. We also identify and establish high-value partnerships for our customers on an ongoing basis. For example, in 2021, we integrated Stavpay to strengthen our service offering and enable our customers to leverage deep fund accounting expertise and a digital platform with advanced features to manage their expenses and contracts.

1.5 Organisation and structure of Linedata Group

Board of Directors

Linedata Services is a French limited liability company with a Board of Directors. 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. It is composed of 3 independent members and 5 directors. The members of the Board of Directors are appointed by the General Assembly for a period of two years and are re-eligible. The legal requirement of 40% of women at the Board of Directors is met with the presence of 3 women representing 60% of the members of the Board of Directors.

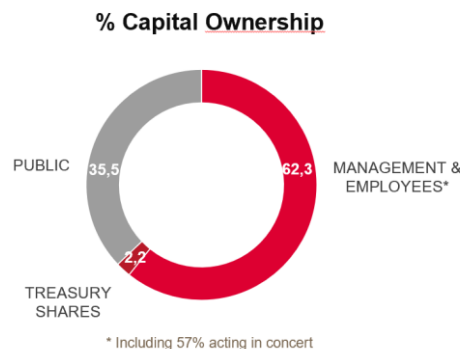
Management team

The General Management is composed of a Chief Executive Officer and an extended Executive Committee of 10 members in charge of the operational management of the Group. It is composed of 50% members of the central functions and 50% members of our Asset Management and Lending & Leasing activities.

Listed company: Reference shareholders

The reference shareholders, Anvaraly Jiva and his family, are the guarantors of the project by jointly controlling the company (57% of the shares and 73% of the voting rights). This independent model is based on a long-term vision and on economic performance with due respect for stakeholders.

Linedata Group employees are eligible to participate in the employee savings plan (5% of shares held by the employees and former employees).



1.6 Governance of the CRS process

Linedata's governance considers that CSR issues are likely to improve its performance and strengthen the trust placed in the Linedata Group by both its internal and external stakeholders, thereby contributing to the company's overall sustainability.

The Corporate Social Responsibility (CSR) approach is integrated into the global strategy and that of the countries where the Group operates. The Linedata Group has set up a steering committee to oversee the CSR strategy at Group level. This committee is composed of members of the Human Resources (HR) and Audit & Compliance departments with representatives in the main offices. Under the guidance of this committee, working groups have been appointed to carry out these projects in the most efficient way. These working groups are coordinated by the CSR ambassador of the Linedata Group.

In 2021, the committee, in coordination with the Executive Committee and the Board of Directors, has initiated a reflexion on the update of the Linedata Group's CSR strategy to set the objectives for 2024.

On an annual basis, the Linedata Group participates in the Gaïa assessment, in order to obtain an ESG rating from an independent body, which can be used to determine the evolution of its CSR approach. This assessment addresses 4 topics: Governance, Social, Environmental and External Stakeholders. The Gaïa 2021 rating stands at 78/100, which represents an increase of 4 points compared to 2020 (benchmark of comparable companies=55/100).



By adhering to the principles of the United Nations Global Compact, Linedata and its management are committed to supporting, within their sphere of influence, the ten principles of this Pact in the fields of Human Rights, international labour standards, the environment and the fight against corruption.

A COMPANY BEING VIGILANTE ABOUT ITS RISKS

**11**

Extra -Financial risks
identified

4

Key areas

23

Key performance
indicators

2

A COMPANY BEING VIGILANTE ABOUT ITS RISKS

- 2.1 Identification and risks mapping
- 2.2 Major risks management and monitoring
- 2.3 Description of major risks
- 2.4 Major risks policies and KPIs
- 2.5 Action plan to control risks

2.1 Identification and risks mapping, first step towards vigilance

Linedata Group believes that being vigilant about its activities' impact on stakeholders and on the environment, is a condition for the sustainability of its activities.

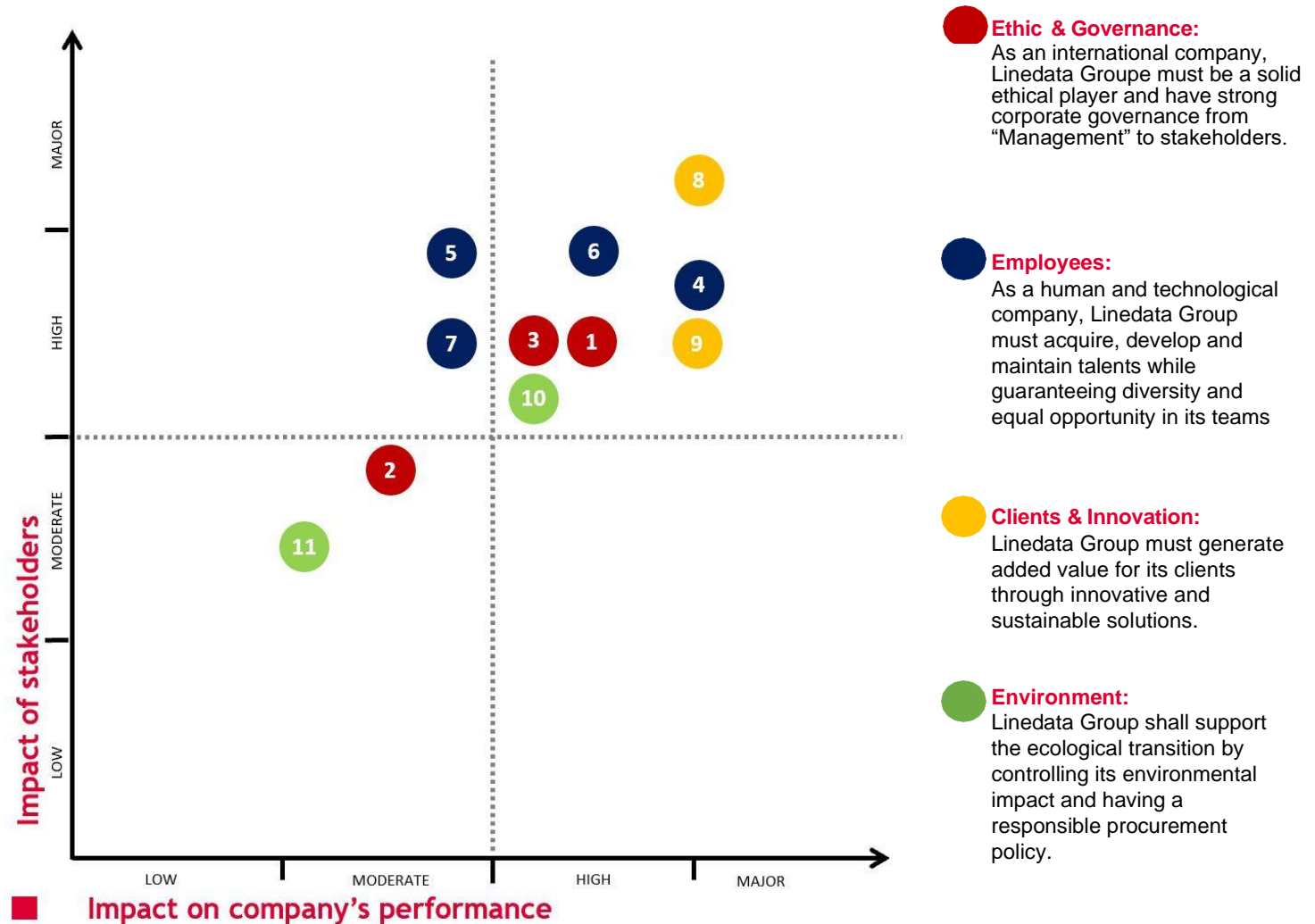
To identify major social, societal and environmental risks, Linedata Group relies on a dialogue with internal stakeholders. This dialogue takes into consideration, in particular:

- international CSR standards, such as ISO 26000 standard
- French "Grenelle II" law and the European "Taxonomy" regulation
- The 10 Principles of the "Global Compact"
- UK's "Modern Slavery Act"
- General Data Protection Regulation (GDPR)
- Sapin II law on the fight against corruption and influence peddling

On an annual basis, Linedata Group updates its mapping of risks, which also covers extra-financial risks. A summary of the annual risks is published in its Universal Registration Document (URD).

Linedata Group has identified 11 major social, societal and environmental risks that have been validated by the panel of internal stakeholders represented by the members of the CSR Committee. These major risks have been recorded on a risk mapping indicating their criticalness for the company's performance and their relevance for stakeholders.

The 11 identified risks were grouped into 4 topics



2.2 Major risks management and monitoring

In order to control and monitor identified risks, the Group has implemented policies and processes with Key Performance Indicators (KPIs) and action plans. The CSR steering Committee monitors the evolution of risks, the progress of action plans and the analysis of KPIs.

2.3 Description of identified risks

N°	Categories	Nature of risks	Risk referent	Description	
				Key issues for the stakeholders	Risks for Linedata Group
1	Governance	Governance of the CSR approach	CSR Committee and Management Committee	Promote CSR in organization and business practice.	Non-achievement of CSR goals due to lack of support and/or monitoring of social, societal and environmental projects.
2	An ethical company	Promotion of ethical values and fight against corruption	Internal Audit & Compliance	Living Linedata's ethical values and code of conduct. Share and develop preventive actions against corruption.	Risk of stakeholders' lack of trust, reputational risk and financial risk (including fines).
3		Protection of personal data	Data Protection Officer (DPO)	Ensuring the protection of our employees' and clients' personal data.	Reputational risk Litigation risk Financial risk
4	A company with a human dimension	Skills and careers development	RH manager	Contribute to employees' development and talent management.	Skills mismatch, loss of company's performance.
5		Compensation and evolution	RH manager	Strengthen employees' commitment and Linedata's attractiveness.	Risk of attrition (employees' departures), loss of business performance and loss of attractiveness to future employees.
6		Employees' wellness	RH manager	Promote the development of a pleasant working environment and employees' wellness.	
7		Diversity & equal opportunities	RH manager	Living the best practices in terms equality of gender, opportunities, seniority, etc.	
8	A corporate citizen	Clients' satisfaction	Project Manager	Ensure client's satisfaction and support with products/services that meet their expectations.	Risk of attrition (loss of clients, reputational risk.)
9		Strengthening an innovative and digital ecosystem	Innovation and R&D Directors	Develop with the assistance of the ecosystem, products/services innovations that meet clients' current and future expectations.	
10	Towards an eco-responsible company	Reduction of our activities environmental impact	CSR Committee	Control the environmental impact of our activities.	Risk of stakeholders' lack of trust Reputational risk Loss of attractiveness to future employees
11		Responsible procurement management	CSR Committee	Control the environmental impact of our purchases	

2.4 Description of the implemented policies & KPI(s)

N°	Nature of the risk	Policies	KPI(s)	2021 Results	2022 Goals
1	Governance and CSR	A CSR Committee Charter presents its organisation and its challenges.	<ul style="list-style-type: none"> ESG rating 	<ul style="list-style-type: none"> Gaïa 2021 score: 78 (+4 vs 2020) 	<ul style="list-style-type: none"> + 2 points
2	Promotion of ethical values and fight against corruption	<p>Linedata Group has set up an ethical framework including:</p> <ul style="list-style-type: none"> 4 core values A Code of Ethics and Professional Conduct A whistleblowing process An anti-bribery & influence peddling policy A declaration policy for gifts, invitations and donations A Business Partners Charter 	<ul style="list-style-type: none"> % of employees who have adhered to the Code of Ethics % of alert acknowledgement within 48 hours % of new employees trained on fight against corruption 	<ul style="list-style-type: none"> 98% of adherence 100% of alert acknowledgments <48h 97% of new employees trained 	<ul style="list-style-type: none"> 100% of adherence 100% handled <48h >95% trained
3	Data Protection	Linedata Group has set up a data protection policy.	<ul style="list-style-type: none"> % of new employees trained on data protection 	<ul style="list-style-type: none"> 75% of new employees trained 	<ul style="list-style-type: none"> >95% trained
4	Skills and career development	The different career paths and associated skills are available via CareerStudio and assists employees to get a clear picture of the choices available based on their career development expectations, their skills, experience and career opportunities. The annual review and individual plans, including training rely on this tool and allows managers to support and guide their teams in their professional career.	<ul style="list-style-type: none"> Number of training hours/trained employee % of trained employees * * other than for mandatory training (compliance) 	<ul style="list-style-type: none"> 16 training hours/trained employee 83% of trained employees (other than mandatory training) 	<ul style="list-style-type: none"> 10% increase of training hours per employee and increase in the % of trained employees
5	Compensation and evolution	<p>Linedata is committed to being competitive and fair in its compensation policies in France and internationally. Both external and internal benchmarks are carried out. Our approach to performance management is simple and transparent.</p> <p>Linedata has implemented an annual review of talents in addition to the annual review of compensation and career development</p>	<ul style="list-style-type: none"> % of PDR (People Development Review) completed Number and % of professional mobility 	<ul style="list-style-type: none"> 95% of the employees had an interview 141 mobilities, i.e. 16.2 % of present employees > 1 year (12,7% in 2020). 	<ul style="list-style-type: none"> >95% of employees 10% increase of professional mobility

N°	Nature of the risk	Policies	KPI(s)	2021 Results	2022 Goals
6	Employees' Wellness	<p>A policy on well-being at work has been established for the entire Group. Well-being in the workplace is a major challenge in building employee loyalty and thus ensuring the long-term viability of Linedata Group's activities.</p> <p>The Linedata Group has launched a global employee engagement survey for the first time in 2021.</p>	<ul style="list-style-type: none"> % of voluntary attrition % of absence: <ul style="list-style-type: none"> - Illness - work-related accidents or occupational diseases <p>Annual Survey:</p> <ul style="list-style-type: none"> % Participation Commitment Score "I am proud to work for Linedata" 	<ul style="list-style-type: none"> 21% voluntary attrition (vs 13.5% in 2020) 1.7% sick leave and 0,07% of work-related accidents 50% of participation to the first survey Score : 3,17 / 4 	<ul style="list-style-type: none"> <15% voluntary attrition 1.5% absence due to illness >50% of participation Increased employee engagement
7	Diversity & equality of opportunities	<p>Diversity and equality of 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. Therefore, Linedata has developed a women's promotion policy adapted to each country.</p>	<ul style="list-style-type: none"> % of women in the Group % of women "managers" (new) Difference between the % of men promoted and the % of women promoted (new) 	<ul style="list-style-type: none"> 34,5% of women in the Group (vs 35,5% in 2020) 13% of women are "managers" (vs 2% of men) -0.9% difference (in favour of women) 	<ul style="list-style-type: none"> 36% of women in the Group 15% of women "managers" Difference of less than 2%
8	Clients' satisfaction	<p>Linedata conducts an annual clients' satisfaction survey as well as a post-implementation satisfaction survey. In addition, a weekly/monthly review of clients' expectations and current projects is conducted.</p>	<ul style="list-style-type: none"> % response to the clients' satisfaction survey 	<ul style="list-style-type: none"> 10,9% of response to the survey (vs. 12,3% in 2020) 	<ul style="list-style-type: none"> 15% of response to the survey
9	Strengthening an innovative and digital ecosystem	<p>To encourage innovation within the Group, Linedata has set up innovation "Labs" in the main offices. In 2021, Linedata launched Tech'Talks aimed at raising awareness among Linedata teams on current technological topics.</p>	<ul style="list-style-type: none"> % of offices with a Labs Number of employees that attended Tech'Talks 	<ul style="list-style-type: none"> 24%, e.i. 4 Labs 53% of the employees 	<ul style="list-style-type: none"> 35%, e.i. 6 Labs >60%

N°	Nature of the risk	Policies	KPI(s)	2021 Results	2022 Goals
10	Reduction of environmental impact and promotion of eco-responsible actions	<p>Linedata Group environmental policy was drafted in 2019, specifying the goals as well as the main actions implemented.</p> <p>Linedata Group Travel policy points out the limitation related to greenhouse gas emissions.</p>	<ul style="list-style-type: none"> ▪ % of professional hybrid/electric vehicles ▪ % of offices that have set up measurable recycling collections and % of measurable collection ▪ Tons of CO² related to travel 	<ul style="list-style-type: none"> ▪ 17% hybrid/electric vehicles ▪ 82% of the offices (14 out of 17) including 2 offices with measurable collection (2.7 tons of recycled waste in France) ▪ 59 tons (vs 109 tons in 2020) 	<ul style="list-style-type: none"> ▪ >30% hybrid/electric vehicles ▪ > 90% of paper collectors including 5 measurable collectors ▪ Reduction of tons of CO² non comparable to 2020/2021
11	Responsible procurement management	<p>Linedata Group has implemented a Code of Ethics for business partners.</p> <p>The Group procurement Policy calls for the integration of CSR criteria in the evaluation grids related to calls for tenders for suppliers.</p>	<ul style="list-style-type: none"> ▪ % of suppliers (+15K€) which have received the Business Partner charter 	<ul style="list-style-type: none"> ▪ 81% of the suppliers (>15K€) have been contacted via email 	<ul style="list-style-type: none"> ▪ >90% of the suppliers (>15K€)

2.5 Action plan to control risks

Being aware of its civic responsibility, Linedata has implemented an action plan based on the identified risks. This roadmap aims to promote good practices within the Group and bring employees together around clear and common goals.

Categories	Nature of the risk	Action Plan 2022-2024
Governance	Governance of the CSR approach	<ul style="list-style-type: none"> Communicate to Linedata Group a new CSR strategy and new CSR goals validated and conveyed by the Management.
An ethical company	Promotion of ethical values & fight against corruption	<ul style="list-style-type: none"> Continue to raise awareness of ethical principles through communications. Systematize the integration of ethical criteria in RFQ's issued to vendors.
	Data protection	<ul style="list-style-type: none"> Ensure Linedata's compliance to applicable data privacy and data protection legislations. Train and raise awareness among Linedata's employees with regard to personal data protection requirements and provide them with guidance in adopting best practices in terms of "Privacy by design".
A company with a human dimension	Skills and careers development	<ul style="list-style-type: none"> As a continuation of the « talent reviews », develop rich and diverse talent pools of individuals that are both well suited and aspire to grow within the Company. In addition to our efforts to recruit external candidates, we will increase our focus on the intentional development of internal candidates, with defined target roles. Continue to develop the performance measurement and development approach to ensure 360° feedback on a regular basis and several times during the year.
	Compensation and evolution	<ul style="list-style-type: none"> We hold a global salary review on an annual basis. Each employee is evaluated based on various criteria: performance, promotion, potential for career development within the company, and market positioning. Particular attention is paid to diversity in order to guarantee equity.
	Employees' wellness	<ul style="list-style-type: none"> Strengthen the employee experience to live the Linedata culture and the Group's values on a daily basis. Global, local, digital and (when possible) face-to-face events are organized on a regular basis Further to the launch of the "Life@Linedata" barometer in November 2021, one of the objectives is to create a hybrid work environment, based on what we have learned from the barometer, adapted to our structure, to our employees' expectations and to the cultures of our regions, while still allowing us to meet Company's requirements. Improving the integration and retention of young people through the development of a structured integration approach. Systematic implementation of Exit Interviews shared with the management to ensure continuous improvement of our practices and policies.

Categories	Nature of the risk	Action Plan 2022-2024
A company with a human dimension	Diversity & equality of opportunities	<ul style="list-style-type: none"> Strengthen the monitoring of all our global processes with respect to equal opportunity and access to opportunities. We will actively pilot our « Diversity, Equity and Inclusion » actions to ensure that they are integrated into all our HR processes and that they are present throughout the employee's life cycle, from recruitment to exit from the Linedata Group. Our biggest challenge in terms of equal opportunities is to ensure that no technical and/or cultural barrier affects the professional activity or career development of any of our employees and, at the same time, to promote diversity both within the company and among our partners and clients. To this end, we will continue and strengthen actions to encourage awareness, inclusion and support towards all Linedata communities.
	Client satisfaction	<ul style="list-style-type: none"> Strengthen client relationship with close monitoring of contact frequency and satisfaction, Enhanced clients' involvement in the Research and Development process, Enhanced communication of the Group strategy to the clients.
A corporate citizen	Strengthening of an innovative and digital ecosystem	<p>Innovation is implemented in two forms at Linedata: the first one aims at transforming our products and accompanying our clients on specific projects, guiding them in their digital transformation. The second one aims at transforming our tools, our processes and our way of doing business, in order to ensure the best possible service to our clients. Each of these two forms has its own action plan, which includes the following major components:</p> <p>(1) Innovation</p> <ul style="list-style-type: none"> Strengthen the ecosystem strategy by covering all our key geographical markets with academic, institutional and start-up related partnerships, Strengthen the Innovation Labs network and the capacity to incubate innovation projects, Contribute to the training of employees, particularly in the areas of Contribute to the training of employees, particularly in the fields of Artificial Intelligence and Blockchain, <p>(2) Transformation</p> <ul style="list-style-type: none"> Rationalize the use of different tools within the group, Supporting and accompanying central functions and operational entities in the definition the definition and implementation of key processes.
	Reducing the environmental impact of our activities	<ul style="list-style-type: none"> Completion of the Linedata Group's first Carbon Footprint, Definition of the action plan and the carbon path, Strengthen eco-responsible actions on a daily basis: <ul style="list-style-type: none"> Installation of waste sorting bins in new offices Reinforce the "Zero Paper" policy (dematerialization)
Towards an eco-responsible company	Sustainable procurement management	<ul style="list-style-type: none"> Strengthen the integration of environmental and social parameters in the evaluation grids of tenders for vendors

AN ETHICAL COMPANY

99%

Of the employees
have read & adhered
to the code of ethics

0

Violation related to
human rights and
corruption

97%

Of the new
employees trained on
fight against
corruption

3

AN ETHICAL COMPANY

- 3.1 Code of Ethics and Professional conduct
- 3.2 Fight against Corruption
- 3.3 Whistleblowing process
- 3.4 Trusted/Ethical Artificial Intelligence « AI »
- 3.5 Personal Data Protection

Ethics and compliance are embedded in Linedata Group's culture. The Audit & Compliance department is responsible for sharing this culture and ensuring that ethical commitments are respected. This department is also in charge of piloting and monitoring compliance and risk management issues in a cross-functional approach.

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.

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. Our employees are considered as ambassadors of the Group's ethical standards vis-à-vis third parties.

Below are the 4 values of Linedata Group:

Living Ethics



Caring

our ethical mindset is open and warm, we're a partner with a generous team spirit. We're direct, simple and geared to collaborative service



Smart

we use intelligence to drive ethics forward, we use our expertise, we're elegant, premium even - but even more, we're inspired by innovation



Sustainable

ethics in business means a great deal to us and we invest in long term relationships by being transparent, honest, serious and highly trustworthy



Passionate

above all, we're known for our ethics in action: our passion - stimulating us to excel, to commit, rising to a challenge and reaching our ambitions

3.2 Fight against Corruption

Anti-corruption awareness

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 practices and strengthens a culture of prevention and detection of risks of corruption.

A set of elements has been implemented to fight and raise awareness against corruption and influence peddling:

- An anti-bribery and influence peddling policy
- Training and communications to raise employee awareness with respect to detection of corruption and influence peddling. A new anti-corruption awareness training course was launched in July 2020 and over 95% of employees have completed it. This training course is attended by new Linedata employees as part of their onboarding process. Additionally, an Anti-Corruption Awareness training course dedicated to the sales teams was conducted in October 2021.
- A Business Partner Charter was sent to over 280 suppliers.

Policies relating to gifts, invitations, donations

Linedata Group allows gifts/invitations to be occasionally offered to third parties (customers, suppliers, business partners) to strengthen business relationships or to comply with 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).

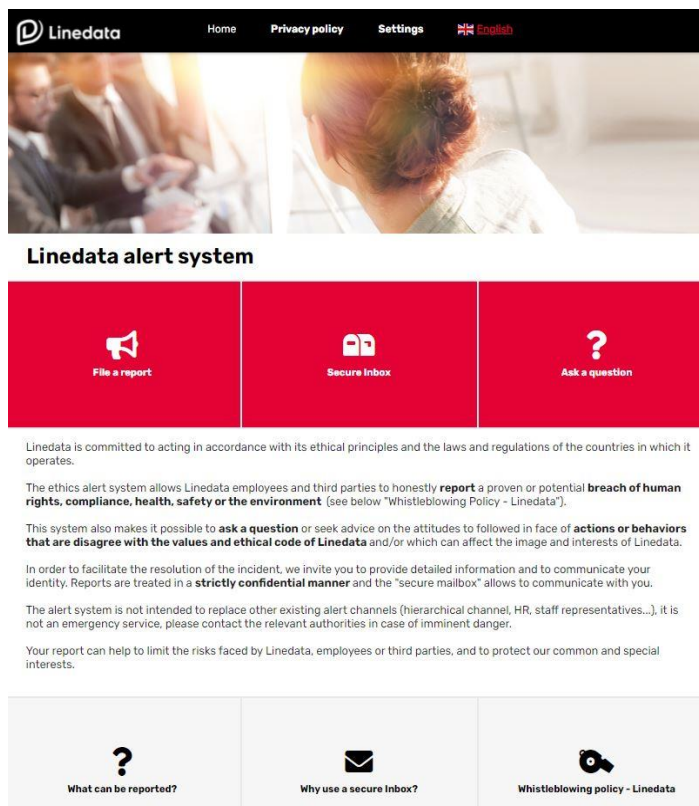
Linedata Group allows its employees to receive gifts or equivalent in good faith (e.g.: invitation to restaurant, sporting event, etc.) or to make donations, if and only if they are reasonable, proportionate and are not intended to obtain an unlawful benefit.

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 commercial advantage.

A tool for reporting gifts and invitations that are given or received, is available on the Linedata Group intranet. This tool, which also extends to donations and contributions to associations or other third parties, enables the prevention or detection of behaviour contrary to the Group's policy.

Third-parties assessment

A third-party assessment process is used to identify suppliers or partners that may represent a risk related to corruption. The evaluation criteria are: activity, geographical location and volume of business generated with the supplier. Linedata also considers the reputation of the third parties being assessed.



3.3 Whistleblowing Process

As of 2018, Linedata group has deployed a whistleblowing process, 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 behaviour contrary to the law or to the ethics of Linedata Group, in compliance with the legal and regulatory provisions applicable in each country.

IN 2021, a new secured external platform has been implemented: <https://linedata.integrityline.com/>

This platform, which allows to preserve anonymity if requested, can also be used to ask a question or seek advice.

A reminder regarding the existence of this process is regularly issued through internal communication.

The Linedata Group undertakes to acknowledge receipt of alerts within 48 hours.

3.4 Trusted / Ethical Artificial Intelligence « AI »

Alongside the European Commission's April 2021 proposal to establish the first-ever legal framework on artificial intelligence to support the development of this technology and ensure that its fields of application are well defined and better understood by the public, and as part of its "Linedata Analytics Services", Linedata has deployed a working group to define Linedata manifesto on "Trusted AI".

This working group has rapidly established a charter for the ethical use of AI applied to all Linedata's initiatives and products, to raise awareness among employees and clients, and to ensure proper monitoring of the framework for AI use.

The notion of trusted AI gathers several requirements that all converge towards the same goal: turning AI into an unbiased, reliable, and human-mastered tool, which cannot be used for unethical actions. Among these requirements, on the one hand, there is the necessary transparency of algorithms and, on the other hand, the need for explicability and pedagogy. It is essential to know when AI is being used, as well as the way it works and reaches the final result delivered. In addition to these initial requirements, it is necessary to integrate more ethics, to ensure that certain discriminating biases are not reproduced or introduced during the analysis.

Linedata is also involved in the "Ethical AI" initiative led by Numeum (for example: Syntec numérique) through its participation in workshops and its contribution to the drafting of a practical guide proposing a useful method for implementing major ethical principles as part of the design, development and deployment of AI solutions.



By adopting Numeum's "Ethical AI" manifesto, Linedata is part of the community of players committed to the development and promotion of more responsible AI solutions.

3.5 Personal Data Protection and Data Privacy

The protection of the personal data of both its clients and employees Data protection is at the heart of Linedata Group's concerns and actions.

Whether it is a question of supporting its clients in their digital transformation via its software and services offerings or ensuring the preservation of the data entrusted by its employees to the Linedata Group, Linedata Group is committed to implementing the most appropriate measures to guarantee the availability, integrity and confidentiality of the personal data for which it is responsible.

In addition to appointing a Chief Privacy Officer for the Group, Linedata Group has set up an internal network of data privacy coordinators to provide an optimal network (geographically, business-wise and product-wise) in terms of compliance and information flow, in the field of personal data protection.

In 2020, Linedata Group adopted a new and evolving compliance tool in order to facilitate the keeping of data processing registers and to better meet the new regulatory requirements (RGPD, CCPA).

In addition to drafting and/or updating data privacy policies and procedures, and implementing mandatory training/awareness sessions for all employees worldwide, the Linedata Group continuously monitors legislative, regulatory, case law and supervisory developments in the field of personal data protection and data privacy, in particular when developing artificial intelligence-based solutions, so as to offer its clients appropriate and effective solutions that meet new regulatory and case-law requirements. This monitoring is shared with all employees via a quarterly newsletter (thematic and country).

Additionally, Data protection is a key criterion used by the Linedata Group to select its service providers/suppliers, which are periodically subject to audits and questionnaires to assess their level of compliance (e.g. impact of the European Court of Justice ruling in the so-called Schrems 2 case; monitoring of the recommendations of the European Data Protection Committee and local supervisory authorities, assessment of the impact of transfers of personal data to third countries), entering into new Standard Contractual Clauses accompanied by adequate technical and organizational measures, etc.).

4

A COMPANY WITH A HUMAN DIMENSION



1059

Employees in the Group

34,5%

Women in the Group

9 years

Average seniority
in the Group

4

A COMPANY WITH A HUMAN DIMENSION

- 4.1 We humanize technology
- 4.2 Dynamic and sustainable human resources
- 4.3 Skills and Career Development
- 4.4 Employee recognition and well-being
- 4.5 Diversity & equal opportunities

The technology and financial sectors are rapidly changing markets. Linedata Group is committed to supporting not only its partners, but also its employees in this transformation. The development and well-being of our employees, while guaranteeing equal opportunities and diversity, are at the heart of all our human resources actions and policies.

4.1 We humanize technology

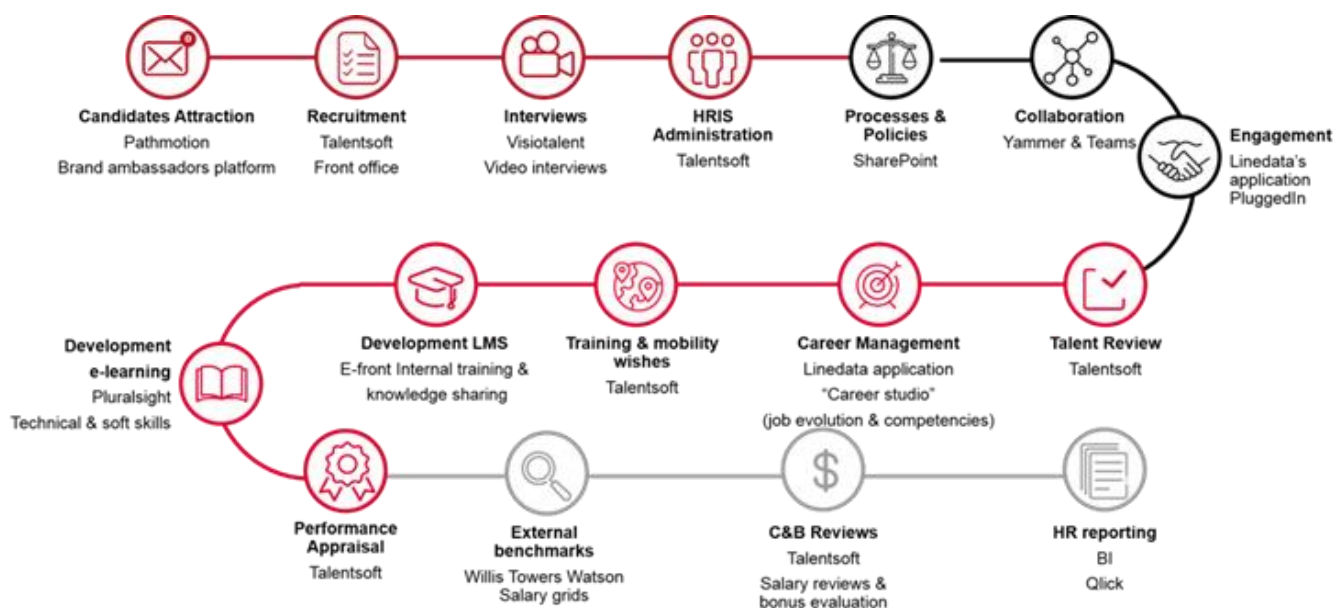
The Group is structured around global Business Lines and is present in 4 continents. While Linedata's teams are multicultural and multidisciplinary, thus fostering human richness, it is still a challenge to ensure their diversity, facilitate knowledge transfer, motivate and involve employees and enable continuous social dialogue throughout the group, while contributing to its growth and sustainability.

Linedata has chosen to position the HR function as a Group key function to support our strategic vision by attracting, developing and retaining the best talents in an agile and global environment.

Thus, as part of its mission to leverage growth while offering a unique experience to all, the People strategy is being developed based on 3 axes:

- **Moving from reactive to proactive HR:** a network of HR Business Partners present in all the countries where the group operates, in order to be attentive to the problems of employees and managers, to guarantee fairness and to propose solutions based on data and adapted to the regions and the business.
- **Continue to cultivate a global Linedata culture:** communication actions, such as “challenges”, newsletters, simultaneous physical and remote happenings, etc. are organised throughout the year across the group. Each country is regularly updated with other countries' news and success stories.
- **Continue to ensure a complete and integrated, innovative and digital employee experience:** based on continuously enhanced solutions, as well as on our external website Tools and platforms support this unique experience for all employees. Continue to digitalize the employee experience by building on what has been achieved while simplifying and focusing on the use and adoption of the solutions offered.

HR DIGITAL EXPERIENCE



The project that best characterizes this ambition is **CareerStudio**. It is a digital platform for visualizing career paths at Linedata, specifying the associated skills and training paths for each position. Each employee and manager can automatically compare the skills differential between the current position and the target position, while having direct access to the associated e-learning training paths.

 **CareerStudio**
My Career Inspiration Platform

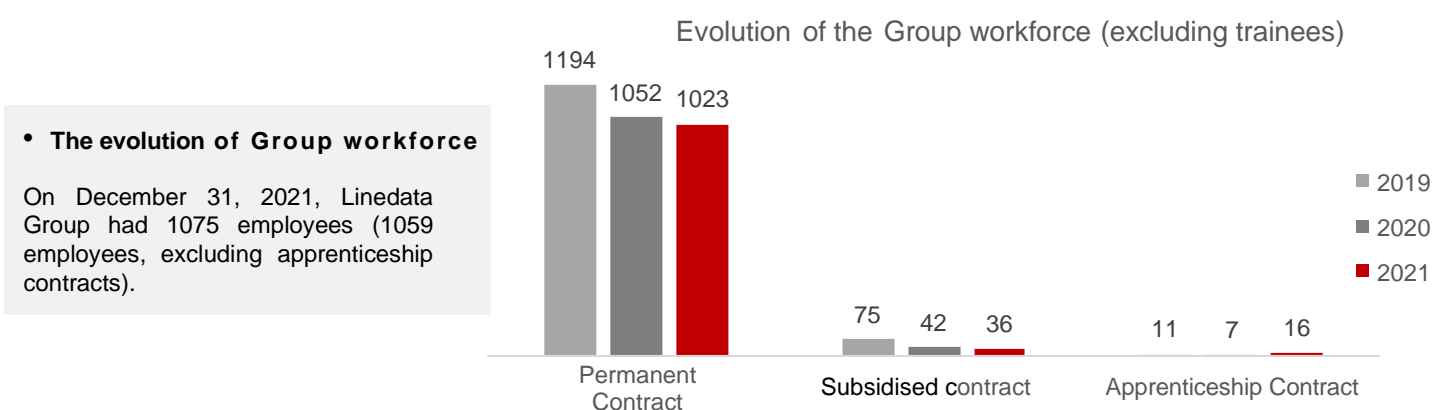
4.2 Dynamic and sustainable human resources

The Human Resources department has been busy adapting to an uncertain environment for the past year, and the aims of Linedata's HR policies have been challenged by:

- A paradigm shift: what was true yesterday must be redefined
- A need to express our 'howwework@Linedata' philosophy
- The need to address basic needs (compensation, welfare) to ensure business continuity while strengthening the retention of talent and skills.

The year 2021 has been impacted by a significant volatility in our resources and a contraction in the talent market in all the regions where we operate. We continue to strengthen our employer brand and all actions to attract and retain talent.

For the year 2022, we will strengthen our organization to build a recruitment and 'market targeting' plan adapted to our challenges, in line with our values, which represent a real competitive advantage.

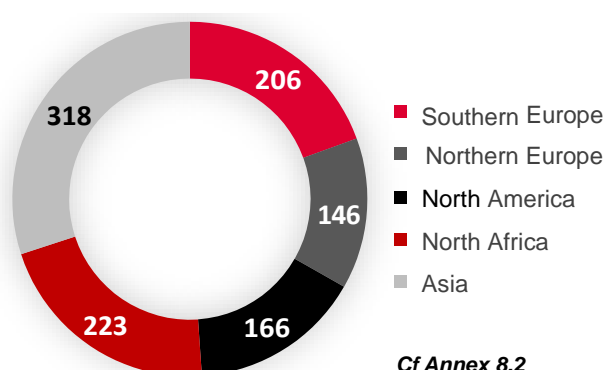


Cf Annex 8.1

100%

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).



Cf Annex 8.2

• Breakdown of Group workforce by activity

A classification system of the activities tailored to our expertise

Career management consists in the search for a match between the employees' aspirations and the positions in 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.

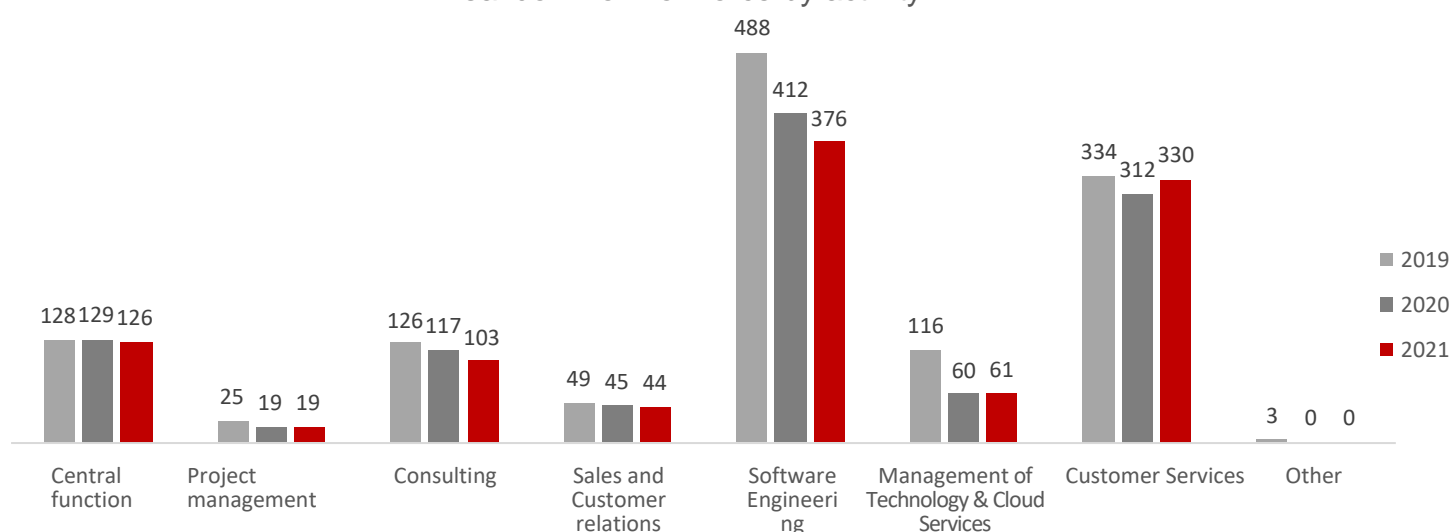
Additionally, these imbalances can simultaneously cause a global overstaffing on one hand and an understaffing in a specific unit on the other hand.

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, an internal job classification called "Job Mapping" and an associated suite of processes and tools. The aim of job mapping is to improve the visibility of employees over their career path, but also their positioning within the company. This has been achieved by developing the CareerStudio application which gathers the skills for each job according to jobs level. Finally, with the help of the PDR (People Development Review), an annual assessment of these skills is made and career aspirations of each employee are recorded.

The management and HR teams then analyse this information to lead employees career development, individually and collectively, in order to best meet the company's present and future needs.

Breakdown of workforce by activity



Cf Annex 8.3

Considering the Software publisher business, the Software Engineering (36%), Consulting (10%) and Customer Services (31%) functions represent the core of the Group's workforce. In 2021 and in the future, we are pursuing the sustainable reinforcement of our technical and customer service functions.

• Evolution of the breakdown of managers

	2019	2020	2021
Managers	235	213	200
Non-Managers	1031	881	859
Total	1266	1094	1059
% Managers	18,5%	19,5%	18,9%

Apprenticeship contracts are excluded from the scope.

At the end of 2019, 3 employees were not integrated into the mapping, since representing "Secondment" employees in Hong Kong

In 2021, we were able to rebalance the proportion of managers versus individual contributors.

In addition, a management development program was implemented in Tunisia during the year to provide our managers with retention and development tools. We plan to reinforce this initiative in 2022 and in the years to come in all regions.

• Recruiting Policy

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

To meet the growing needs of the Group, most of the hires concern graduates. A special effort is then dedicated to their integration process, including through training, to ensure new hires' development within Linedata.

The vast majority of the Group's employees are managers who have graduated from engineering schools, graduate and postgraduate academic training and business schools. They have either technical or functional skills, or even combine both technical and functional skills.

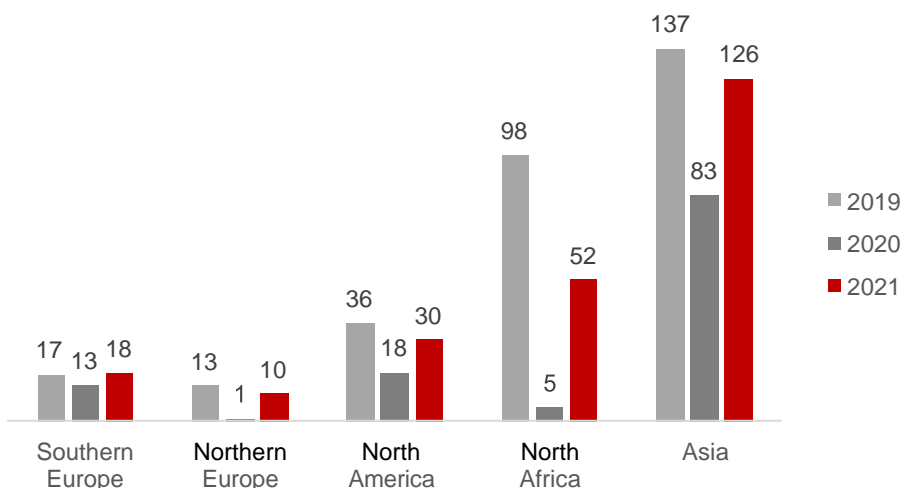
Being a software publisher and service provider to the financial world requires Group companies to master not only technical but also functional aspects. The strong functional skills of the teams enable a better understanding of the customers' needs and business.

Linedata promotes the integration of young people into the world of work by using internships, apprenticeship or professionalization contracts to encourage the employability of young people.

In one of its Centres 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 at developing innovation and independence, strengthen the sense of responsibility and spirit of teamwork. Students are expected to innovatively implement what they have learned during their academic years in their final project and demonstrate their knowledge and skills.
- Initiation to Professional Life Contracts (CIVP): 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.

Evolution of hires by region



After a prudent year in 2020 in terms of recruitment, due to the COVID-19 crisis, Linedata has resumed recruitment, particularly of CIVPs in Tunisia, although without regaining its 2019 level.

• Talent attraction

Our ambition is to turn the Linedata Group into a magnet for talent. With a focus on the future, the Group HR function has launched a program to harmonize recruitment processes and methods on a global level.

Since 2019, the "Pathmotion" platform has been an integral part of career page. It allows ambassador employees to share their experience and feelings about Linedata. The goal is to create closer relationship with our candidates. These ambassadors speak freely and guarantee the authenticity of the content shared on social networks to ensure better engagement of the candidates and to reflect our slogan "We Humanize Technology".

Since 2020, 4 Live Chats were organised to cover all our regions. This gave the opportunity for a very dynamic and direct exchange between dozens of candidates and Linedata experts. They gave the opportunity for a very dynamic and direct exchange between dozens of candidates and Linedata experts. Linedata relies on the participation of 20 employees, representing all of our regions and businesses, who are engaged on our career page and are always available to directly answer questions from potential candidates.

In 2021, Linedata launched its new smart career site offering an optimal experience to candidates.

With social networks becoming an increasingly important part of the recruitment process, Linedata is continuing its digital transformation: the Linedata account on "LinkedIn" is followed by more than 61,000 subscribers as of the end of 2021, representing an increase of 17% in the number of subscribers compared to the end of 2020, and the Group has nearly 1,400 "followers" on Twitter

4.3 Skills and career development at the heart of our strategy

• Performance and skills review and Development Plan

At least once a year, each employee attends an assessment interview with his or her supervisor to evaluate 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.

Linedata Group has deployed a tool for monitoring individual performance and annual assessment ("Development Review") global, common to all employees, which allows to assess the employee's contribution to his position and associated skills and to establish a development and career plan for the coming year. This tool makes it easier to share and monitor employees' development plans. In 2021, 95% of the employees had an interview about their performance and goals using this tool.

In 2022, we will continue to improve this approach of performance measurement and development, to ensure that 360° feedback is regularly and periodically conducted throughout the year. The goal of this approach is to stimulate the performance perspective and better equip everyone in their development while reinforcing a culture of ongoing training already embedded in Linedata's DNA.

The French companies of the Group have implemented an action plan for employment and skills maintenance, in accordance with the legislation in force. This plan focuses on the following fields of action:

- Anticipation of professional career path
- Improvement of working conditions and prevention of arduous work
- Development of skills and qualifications, and access to training
- End-of-career planning and transition from work to retirement
- Transmission of knowledge and skills, and development of mentoring

• Talent review

Since 2020, the global "talent reviews" have been initiated to enable our organization to achieve its short-term and long-term objectives through the accurate identification of human challenges: key positions, individual performance, opportunities and risks in order to proactively and deliberately take the necessary actions. The talent review enables us to:

- better anticipate the future and the evolution of our employees using succession plans for example,
- identify various talent pools and implement actions specific to each identified "category".

By 2022, our goal is to develop rich and diverse talent pools with talents who are well prepared and also desire to grow within the Company. In addition to our efforts to source external candidates, this will be done with an increased focus on intentional development of internal candidates, with specified target roles.

• Mobility, a vector for successful skills development

The Linedata Group differentiates between 2 types of mobility:

- Professional mobility: this includes vertical mobility (increasing a "job mapping" level) and horizontal mobility (change of discipline in the "job mapping").
- Geographical mobility

Professional mobility facilitates the acquisition and restructuring of skills according to market 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 believes that the professional mobility of its employees is the key to the deployment of its corporate strategy. The pandemic context represents an obstacle to geographical mobility, both temporary and permanent. Yet it remains a reality for some of the talents.

Evolution of professional mobility



Cf Annex 8.6

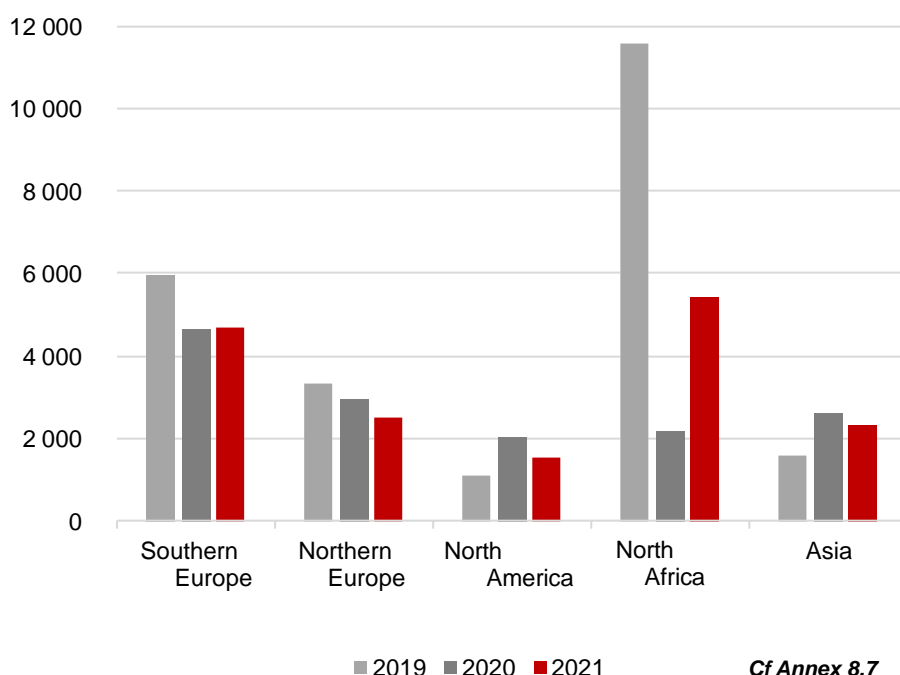
In 2021, 141 employees benefited from horizontal or vertical professional mobility, representing 16.1%. This number does not reflect all of the professional developments. Only changes in levels are recorded in terms of vertical mobility. Sub-levels are used in particular in the first career levels, as this is where the development speed and the employees' needs are most important.

	2021		
	Vertical Mobility	Horizontal Mobility	Professional Mobility
Southern Europe	9	3	12
Northern Europe	12	0	12
North America	16	4	17
North Africa	55	11	55
Asia	45	3	45
Total	132	21	141

In North America and Europe, there are proportionally more employees with a higher level of expertise and higher seniority. Mobility is therefore less frequent than in other regions, where most employees are recruited with limited or no professional experience upon completion of their graduate studies and evolve rapidly.

• Training and skills development of Talents

Evolution in the number of training hours



Cf Annex 8.7

	2019	2020	2021
Live: In person, Online Live Training, Webinar	20 084	6 452	9 890
Platform: Efront, Pluralsight...	3 429	7 907	6 504
Total Training hours	23 514	14 360	16 394
% Live Training	85%	45%	60%

16,394 training hours were delivered over the year (+14% compared to 2020), of which 60% were "Live" training provided in person or by videoconference and 40% were "Offline" training provided on training platforms. Whereas 2020 had a strong impact on the volume of in-person training, the use of videoconferences (which represent 75% of "Live" training) has enabled a recovery in this training.

At Group level, the proportion of employees who took part in non-mandatory training over the year has increased by 9 points, with 83% of employees trained in 2021. This increase can be explained by the success of the new training offer launched by the innovation department around the most up-to-date technological subjects: "Tech' Talk" and demonstrations of the products and services of the Linedata offering: "Demo days".

This shows that, despite significant sanitary constraints, Linedata's learning culture continues to grow.

In 2021, the average training time per trained employee was 15.8 hours, unchanged compared to 2020 (15.6 hours).

4.4 Employee recognition and well-being

• COVID-19 crisis management

From the very beginning of the crisis, the local HR and Office management teams adopted health protocols to ensure employees' safety at their workplaces. In cooperation with the IT department, it was made possible for all employees to work remotely when government measures made this necessary. As the social bond and collective performance of the teams are major concerns, voluntary returns or alternating presence in the offices were implemented in compliance with local legislation and reinforced protocols, during the pandemic acceleration periods or waves.

Linedata has maintained its focus on employee's health, safety and well-being. Many events, both face-to-face and digital, were organized over the year to reinforce the group spirit and the social ties that are so important to us.

In 2021, specific training courses were conducted in North America, France and Latvia to raise awareness about Psychosocial Risks and their detection. These training sessions will continue to be deployed in the various regions where Linedata operates.

In 2021, we organized vaccination campaigns at our sites in India.

Finally, as the COVID19 crisis has profoundly changed the way people work, we have included in our Life@Linedata* barometer a number of questions concerning employees' feelings about hybrid work methods, and other issues. The action plans linked to the results of this survey will include the implementation of this work mode



Launch of the "Life@Linedata" barometer in November 2021 aiming at creating an agile, positive work environment and offering a unique employee experience where everyone can develop and fully unleash their potential.

• Compensation 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 review 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.

The comparative analysis of salary positioning is carried out each year based on Willis Tower Watson's compensation surveys in the high-tech and financial services sectors.

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.

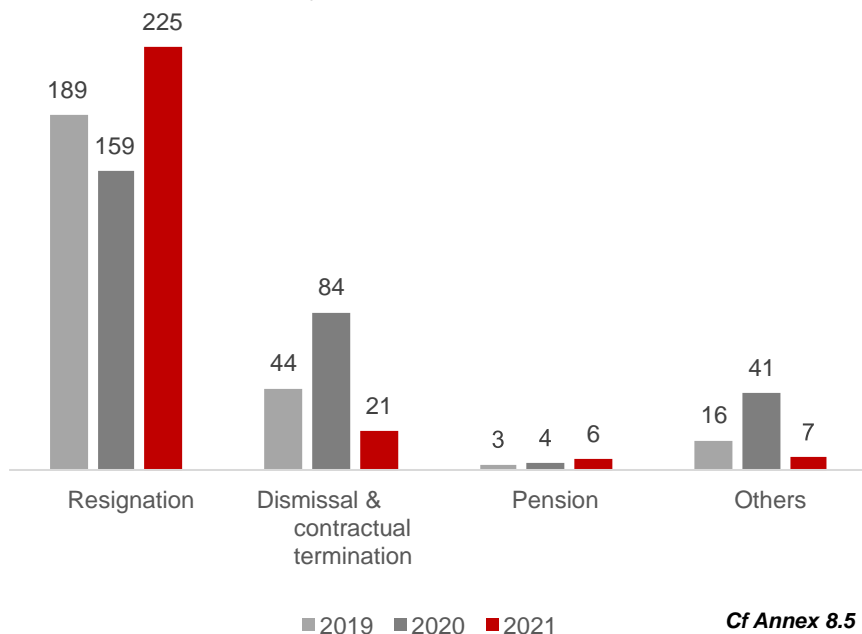
New pension schemes were negotiated or instituted in 2014 for French companies. These arrangements, applicable since 2015, include: a Collective Pension Savings Group Plan (PERCOG, including an employer contribution added to employees' voluntary contributions) and a collective defined-contribution savings plan (Article 83, including contributions paid by the company). In 2021, as part of its efforts to encourage employee loyalty, Linedata has decided to offer a "supplementary retirement" program in Tunisia for some of its employees in the form of a group life insurance plan.

"Job Mapping" makes it possible to coordinate the positions within the company with the local reference 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.

• Evolution of departure by nature

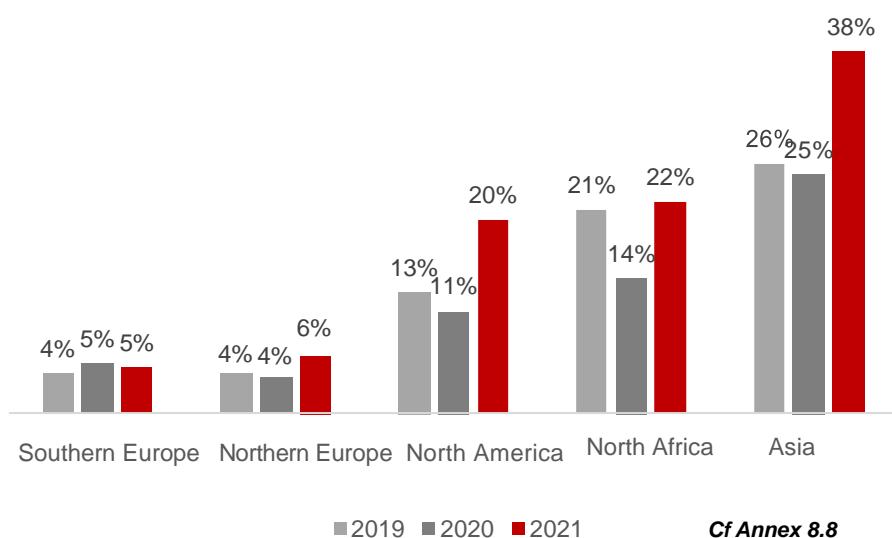


The increase in the number of resignations in 2021 is explained by the labour market conditions which strongly impacted voluntary attrition (see below).

In 2020, the volumes of dismissals and contractual terminations as well as the number of transfers (category: "Other") are explained by the savings plan implemented from the second half of 2020 and the transfer of the IT department's activities at the end of 2020.

Cf Annex 8.5

• Voluntary attrition rate by geographic areas



The labour market conditions had an impact on Linedata, like many other companies.

The Great Resignation phenomenon transcends geographical boundaries and impacts all companies. We witness an increased number of resignations, mainly in Hong Kong, in our Centers of Excellence in India and Tunisia and in North America.

We made changes to our recruitment process and continue to work to work with our managers to activate the retention levers.

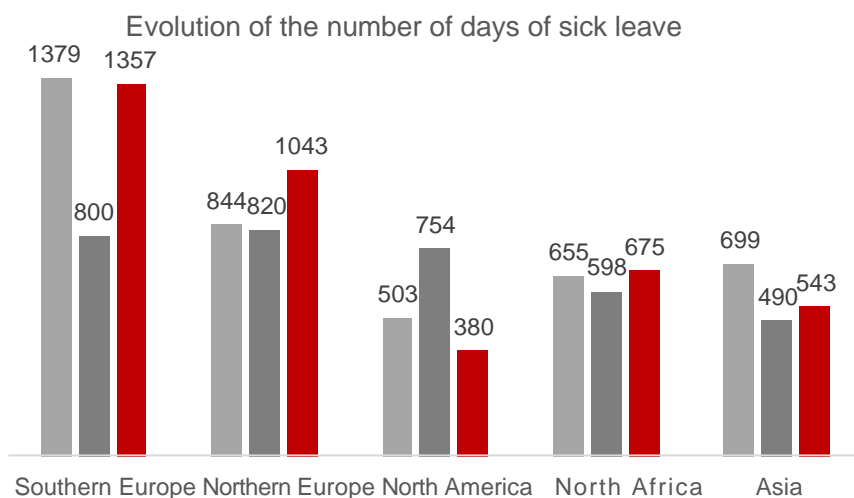
Cf Annex 8.8

• Sick leave

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 but also 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.

The strong increase in Southern Europe can be explained by an exceptionally low level of absence in 2020 due to lockdown and teleworking.



Cf Annex 8.9

■ 2019 ■ 2020 ■ 2021

4.5 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, career level and cultural diversity.

Gender Parity

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, may have 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.

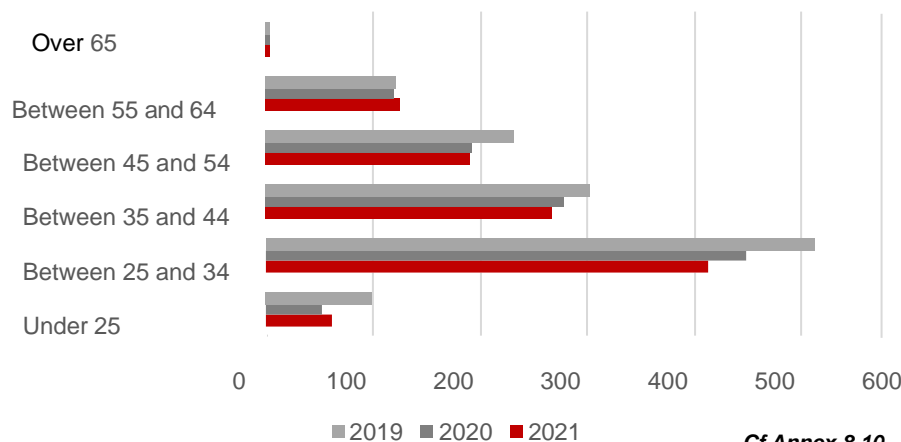
French and foreign companies are subject to specific laws, in particular with regard to the fight against professional discrimination between men and women.

The Group has deployed communication actions, notably in India with the support of local teams and managers, as well as training in the United States.

A few figures:

- Women represent 34,4% of the Group's workforce in 2021.
- In France, this figure rises to 31%, which is higher than the 10 largest French IT services companies (between 20% and 30% according to a study of the Journal du net¹). In France, Linedata has set up a Commission for Professional Gender Parity. This Commission did not notice any employment discrimination but noted that there are more male candidates than female candidates.
- In Latvia and in Tunisia, women respectively represent more than 55% and 64% of the workforce.
- The company's efforts in terms of professional equality between men and women are also reflected in our score on the Egapro index (specific to France): :86/100 for fiscal year 2020.

Breakdown of the Group workforce by age range



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

These positive elements however have not stopped Linedata from embarking on an intentional action plan to recognize, celebrate and increase diversity and inclusion within the company with stronger governance and regular review of key indicators.

Managers' understanding and responsibility in terms of Diversity & Inclusion strategy and value proposition, will be further addressed (recruitment, sponsorship, inclusive dialogues).

¹<https://www.journaldunet.com/management/ressources-humaines/1497587-toujours-peu-de-femmes-embauchees-dans-les-esn/>

A woman with long brown hair and glasses is blurred in the background. In the foreground, two hands are shaking, with one hand wearing a grey suit sleeve and the other a blue patterned suit sleeve.

5

A CORPORATE CITIZEN

700

Clients
worldwide

4

Group Labs

3

Partnerships
signed in 2021

11

Charity initiatives
in 2021

5

A CORPORATE CITIZEN

- 5.1 Dialog with stakeholders
- 5.2 Loyalty towards stakeholders
- 5.3 Strengthening an innovative and digital ecosystem
- 5.4 Corporate Philanthropy & Volunteering

5.1 Dialog with stakeholders

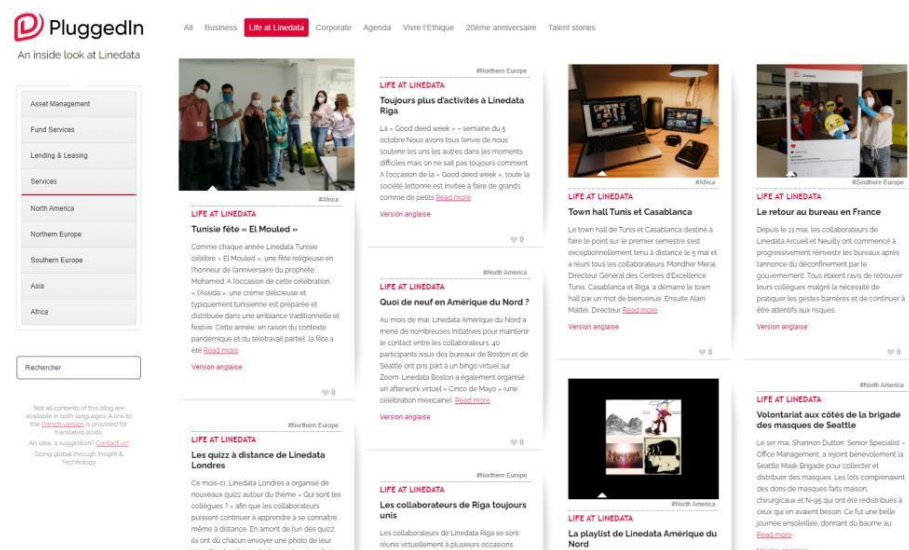
Linedata dialogues with its stakeholders (employees, clients, suppliers, partners and shareholders) about the various company's projects, to ensure that both its strategy and its commitments as a responsible company, are in line with their expectations. Listening and, above all, dialoguing are major components of Linedata Group's strategy. These discussions and collegial meetings promote 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

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

Information, exchange, and the sharing of ideas, play an important role in the company and are carried out via several channels and tools:

- Information sessions such as town halls organised at business lines or at group level.
- A blog and a corporate network, PluggedIn & JoinIn - 500 monthly visits on average on 4 continents.
- In 2021, sustained focus on:
 - Innovation at Linedata, one of the pillars of the Group's strategy
 - The business lines' activities
 - Employees/teams via "Talent Stories" portraits
- Internal communications and events, including a monthly newsletter that includes all local and group information
- An intranet (KEN/SharePoint) which provides documentation and corporate tools



Linedata is eager to listen to its employees on a more regular basis, and to that end has invited them to participate in the "Life at Linedata" barometer. This survey encourages employees to share their point of view and contribute to the evolution of the group.



• With the suppliers

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. This Charter, which is available on the Linedata website, is communicated by email to the Group's main suppliers.

- **With the clients**

The Group is continuously working on the optimization of client relationship to establish a long-term collaboration in a climate of mutual trust (most of the contracts signed by the Linedata Group are multiannual).

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

- Its Press Releases
- Its Company's website: www.linedata.com
- The client intranet website MyLinedata
- Its social networks: LinkedIn, Twitter, Instagram, Facebook
- Its various thematic programs: Annual customer satisfaction survey, Client Engagement Program

The Group informs its clients of its CSR approach through this DEFP and by systematically responding to all enquiries or requests for information clients may have concerning our CSR commitments.

The importance of clients' satisfaction

Our clients' satisfaction is measured through a key indicator: Net Promoter Score (NPS), an indicator based on the following concept: the overall satisfaction level of our clients, to understand if they would recommend Linedata Group, its products or services.

In order to meet the growing demands of its customers, Linedata has therefore set up an annual survey for all our customers since 2014, enabling us to evaluate the NPS but also their level of satisfaction on several aspects: product performance, ability to innovate, quality of communication and customer relations, etc...

Since 2019, the survey was restructured to include a questionnaire tailored to the needs of 4 distinct populations: C-Level, Senior Manager, IT Specialist and End User. In 2021, the customer satisfaction survey has enabled Linedata to gather the opinions of 10.9% of its customers (compared to 12.3% in 2020).

In addition to this survey, Linedata has set up, like every year, an action plan dedicated to its customers:

- Dedicated contact and action plan for each customer who has reported areas for improvement in Linedata's services during the annual satisfaction survey or during a one-off meeting.
- Integration of product related feedback into R&D roadmaps

In order to continue to improve the quality of the client relationship, Linedata has implemented its commitments for the year 2021 in the following two areas:

- Increased clients' involvement in the Research and Development process, including through the globalisation of the **Client Engagement Program**
- Strengthening client relationship with a close monitoring of the contact frequency

In 2022, Linedata will intensify its action with its clients through:

- The evolution of our client satisfaction monitoring system to increase the regularity of our dedicated contact points on this topic
- The involvement of our clients in our innovation projects (in close collaboration with our academic partners, including start-ups in the field of finance).

5.2 Loyalty to stakeholders

• 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 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 which could be construed as tax fraud.

• 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 (client / supplier).

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

• Develop fair business practices

Our actions shall be guided by a commitment of our services to achieve customers' satisfaction and compliance with competition law rules. All Group's suppliers and service providers are selected and dealt with objectivity and loyalty, within the framework of transparent business practices and compliance to commitments.

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

• Respect 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 made its "Modern Slavery Act" statement, which is updated on a yearly basis. This statement is published under the UK "Modern Slavery Act", which came into force on October 29, 2015.

Linedata Group continues to implement human rights initiatives and is committed 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 implementation of a Code of Ethics.

Linedata Group ensures that child labour is prohibited in the emerging countries in which it operates. In India, Linedata Group has taken into account compliance with the "Labour Act" in force since 1986.



By adhering to the principles of the United Nations Global Compact, Linedata is committed to supporting, within its sphere of influence, the ten principles of the UN Global Compact relating to Human Rights, International Labour Standards, the Environment, and the Fight against Corruption.



5.3 Enhancing an innovative and digital ecosystem

For a few years now, the innovation department is dedicated to support the digital transformation, pilot experiments on key topics and support employees' innovative initiatives. After the launch of its digital transformation in 2018 and the establishment of the fundamental conditions for its deployment, and after focusing on product innovation in 2019, the Group has dedicated 2020 to expanding the culture of innovation allowing every employee to realize that they can have an impact on the transformation of the Group, for the benefit of all employees and customers.

In 2021, Linedata has strengthened its **Innovation strategy** in three major areas:

i. New partnerships with innovative players on three continents

Linedata's ecosystem strategy is designed to gather key technological and innovative expertise and share it with its employees and clients.

To this end, Linedata has signed three partnerships in 2021 with:

- MIT's Computer Science and Artificial Intelligence Laboratory. This alliance allows Linedata employees to access all CSAIL's resources (research results, incubated start-ups, researchers, events, online courses) and thus improve our offering to clients.
- WILCO incubator, based in Paris. Linedata participates in the selection process of start-ups incubated and financed by Wilco, as well as in their mentoring (8 volunteer employees within the French teams). Joint events are planned in 2022 to intensify the ties between WILCO start-ups and Linedata employees.
- The Tunisian entity of the Founders Institute. This institution will host, among others, 5 to 6 Linedata employees in Tunis to accompany them in their intrapreneurship project (by training them in all aspects of entrepreneurship).

ii. Strengthening the Lab network

In addition to its four existing labs in Neuilly-sur-Seine, Boston, Mumbai and Tunis, Linedata will open two new labs in 2022 in our London and Arcueil offices. These Labs offer a place for employees, partners and clients to meet and exchange ideas.

iii. Contributing to employee training, especially on the topics of Artificial Intelligence and Blockchain.

In 2021, Linedata's Innovation team deployed two event programs to complete the group's training offer and improve our teams' knowledge with a particular focus on AI and Blockchain:

- TechTalk events, which aim to raise awareness among Linedata teams on current technological topics (8 sessions in 2021 with a total of 1784 participants);
- Demo Days, which introduce employees to the various products and services in the Linedata offering (5 sessions in 2021 with a total of 1,245 participants).

These three areas have enabled Linedata to support its clients in dealing with their digital transformation and the challenges of new technologies, and we will continue to do so in 2022.

Linedata has also deployed an ambitious internal **Digital Transformation program**.

Starting in 2020, Linedata is partnering with HCL and Inetum to manage its IT function. These partnerships enable Linedata to strengthen its technical infrastructure and focus the efforts of its teams on the evolution and digital transformation of its information systems (for example: streamlining of tools, migration to the public cloud). In 2021, Linedata has also strengthened its relationship with Amazon Web Services to better support its clients in their migration to the Public Cloud.

All Linedata's Innovation and Transformation initiatives are designed to strengthen the position of Linedata as a leading technology player, dedicated to financial services players worldwide.

5.3 Mécénat & Bénévolat

Depuis plus de 20 ans, l'éthique et les valeurs humaines sont au cœur de l'identité de Linedata. Linedata Charity, notre grand programme d'entreprise à vocation caritative, concrétise l'engagement sociétal de Linedata dans trois domaines, l'Environnement, l'Education et la Santé, et comporte deux volets.

LOCAL CHARITY INITIATIVES

For more than 20 years, Linedata employees have been involved in supporting local charity initiatives. Each year, these initiatives represent about ten charity projects, such as the "one schoolbag for each student" operation in Tunisia, the distribution of school kits with the Seva Sahyog Foundation in India, or the AITEC charity golf tournament in the United States. Through these initiatives, we redistribute part of our profits to causes in the environmental, educational and health areas.



FINANCING THE RESIDENCE OF A NEW UNIVERSITY IN UGANDA

We are participating in the construction of a medical university in Uganda, under the sponsorship of AKU (Aga Khan University), by financing the university residence.

With this project, Linedata aims to facilitate access to knowledge for Ugandan students, who in return will participate in the development of their country. Uganda has one of the world's youngest and fastest growing populations, with a fertility rate of 5.8 children per woman. In this context, health is a major challenge to which we are contributing through the development of medical infrastructures and the training of future leaders in the health sector in Uganda.

Linedata employees will be invited to participate in this project by visiting the site as soon as global sanitary conditions are appropriate.



TOWARDS AN ECO-RESPONSIBLE COMPANY

2

« Digital responsibility »
commitments
signed in 2021

14

Offices equipped
with a waste
sorting system

6

TOWARDS AND ECO-RESPONSIBLE COMPANY

- 6.1 Reducing environmental impact of our activities
- 6.2 Sustainable procurement management

With the release of the IPCC report and the COP21, the year 2021 has confirmed the urgent need for everyone to take into account environmental issues and the consequences of climate change. As a software company, Linedata is aware of the impact of digital activity on the environment and wishes to make a positive contribution to environmental issues by reducing its environmental footprint.

6.1 Reducing the environmental impact of our activities

The CSR Committee has established an environmental policy, the main actions of which are presented below:

✓ Sustainable Use of the Resources

Linedata Group is engaged in raising employees' awareness by involving them in measures taken to save resources through eco-gestures and technologies likely to reduce the environmental impact of the Group's activities. The sustainable use of resources is based on various actions:

In terms of IT equipment

When renewing its IT equipment, Linedata favors energy-efficient hardware, in particular by selecting servers that use the latest technologies to reduce energy consumption (electrical power, air conditioning, etc.).

In terms of lighting

In most of its offices, the Linedata Group uses low-energy light bulbs as well as timers in common areas to automatically turn off the lights. In addition, cleaning and security companies are encouraged to turn off office lights at night at all sites.

In terms of paper

The Group encourages employees to print documents only when necessary and preferably use double-sided printing and has introduced containers dedicated to recycling paper.

Linedata has also digitised processes that historically were paper based:

- As regards to staff management, internal administrative documents such as pay slips, leave requests or expense reports have been digitised,
- As regards to accounting, we transmit our invoices electronically and we encourage our suppliers to give preference to electronic invoices. In addition, a digital purchase order management tool has been rolled out throughout the group.

✓ Recycling and waste management

Linedata Group attaches a special importance to the environmental impact of its waste, including its IT equipment (fixed workstations, laptops and data servers).

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:

- Waste sorting (paper, plastic, glass, batteries) in collaboration with an outside company or jointly within the buildings where the Linedata sites are located, including, when possible, the communication of recycled waste volumes to monitor and optimise waste volumes. In France, 2700kg of waste were recycled in 2021 (vs 1400kg in 2020), this increase is due to the relocation of the Arcueil site, which had a strong impact on collection (an addition of about 1800kg)
- Collection of used ink cartridges on all sites concerned

In 2021, the Linedata Group joined the Planet Tech' Care manifesto and the Charter of the Institut du Numérique Responsable (INR). These 2 networks will allow us to get advice and exchange best practices in terms of environmental responsibility of digital.



"Planet Tech'Care is the first initiative gathering a network of partners (professional organizations, schools, competitive clusters, associations, foundations, think tanks), which aims to support companies wishing to integrate Digital in their environmental path and to support training actors in the development of responsible digital skills."



"INR is a Think and Do Tank created in 2018. Its purpose is to be a place of reflection on the three key issues of Digital Responsibility: sustainability, inclusion and ethics."

6.1 Reducing the environmental impact of our activities (continued)

✓ Transportation

Due to the Group's international activity, transportation is also a source of greenhouse gas emissions.

Short-distance travel

The Group has opted to locate offices close to public transport, thus limiting the use of personal vehicles and thereby reducing air pollution and greenhouse gas emissions.

In France, Linedata continues to renew its vehicle fleet, giving priority to vehicles with low-carbon emissions

Travel policy

The Group has implemented a travel policy which aims to limit the environmental impact of travel:

- Audio and video conference meetings rather than travel (by means of high-performance IT tools),
- Travel by train rather than by plane,
- Economy class for air travel, which has a lower carbon footprint than Business class.

Since 2020, Linedata has been using a Group-wide travel and expense management tool. This tool enables to monitor the carbon impact of business travel



6.2 Sustainable procurement management

Linedata Group purchased nearly 33 million euros in goods and services in 2021. The Group is committed to being responsible in its purchases in order to meet environmental challenges.

✓ Selection of suppliers

CSR selection criteria

To meet these challenges, the environmental concerns shall be addressed as soon as a new supplier is referenced, by including CSR criteria in the evaluation grids in the context of calls for tenders.

Local

The selection of local suppliers is also encouraged to avoid the environmental impact of transport.

✓ Suppliers' commitment

The Business Partner Charter formalises the Group's requirements regarding Human Rights, personal data protection, business ethics, as well as environmental protection. This Charter, which is available on the Linedata website and sent by email to the Group's main suppliers, encourages our business partners to:

- Establish an environmental policy and conduct their business in a way that minimises the impact of their activities on the environment
- Ensure that they eliminate or reduce sources of pollution generated by their activities, preserve natural resources, limit waste and promote recycling, and reduce their energy consumption
- Ensure, where appropriate, that waste considered to be hazardous, is managed safely at all its sites (recycling, storage, etc.), and that it is properly destroyed in safe waste treatment plants.



At the end of 2021, Linedata appointed a consultant/software company specializing in environmental impact reduction to conduct its first carbon assessment in 2022.

Based on this assessment, Linedata will set its objectives and carbon path for the coming years, in line with its strategy.

METHODOLOGY NOTE



7

METHODOLOGY NOTE

- 7.1 Introduction
- 7.2 Linedata & its stakeholders
- 7.3 Scope
- 7.4 Non-relevant information
- 7.5 Reporting explanation

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 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 topics according to their needs
- to define KPIs for evaluating Linedata Group's performance

This approach is based on ISO 26000.

Externally, Linedata Group communicates and interacts with:

- its business partners, clients and suppliers
- Shareholders that have access to information through the universal registration document. Investors can access all communications through the "Investor Relations" area on Linedata Group website.
- The Civil society, since Linedata Group organizes partnerships, philanthropy and volunteering with charities through various actions.

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.

• Change in the scope

Starting from 2019, Luxembourg was moved from the Southern Europe region to the Northern Europe region.

In 2021, it was decided that trainees would no longer be included in the total workforce. Historically, they were included in the "Trainees and similar" category. From now on, only apprenticeship contracts will be added to permanent and subsidised contracts (CIVP) for the calculation of the total workforce.

7.4 Non-relevant 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.



7.5 Reporting explanation

• Reporting standards

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

About social data: since 2019, 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 at Linedata Group as of December 31, 2021, 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 year.

The number of Trainees includes all individuals benefiting from an internship contract between January 1 and December 31, 2021.

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

- Southern Europe region: France, Spain
- Northern Europe region: United Kingdom, Luxembourg, Ireland, Latvia
- North America region: United States, 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.

The category of departures "Other" includes end of probationary period, end of fixed-term contract, transfer of employees and death.

Percentage of work-related accidents or sickness: It corresponds to the number of days of absence following an accident at work or an occupational disease, out of the estimated number of working days (220 days per year / employees).

The % of individual interviews (PDR), mobility and trained employees are based on employees in place from 01/01 to 31/12/2021.

"Live" training hours include training performed face-to-face or online with an instructor.

"Platform" training hours include hours of training completed via platforms: Pluralsight, Efront (data available since 2020) or other training platforms (data available since 2021).

« Mandatory » training includes « Compliance » training (Anti-Corruption, Data Protection, Harassment, etc.).



Environmental indicators

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

As for the volume of recycled waste, Linedata Group has access to the volumes of recycled waste for the Neuilly and Arcueil offices only. In 2021, Linedata Group had 17 active offices with staff attached. There is no physical office in Spain and no employees in the Greenwich and Charlotte offices (opened in January 2022).

Since October 2020, all Linedata Group offices have been using a single travel agency for the collection of their travel-related carbon footprint. The 2020 indicator, which was impacted by the absence of travel over the last 3 quarters of the year, includes data from the following countries: France, Spain, UK, USA and Canada. The 2021 indicator, which is also impacted by travel restrictions, includes data from all countries.

Concerning greenhouse gas emissions, Linedata Group is not yet in a position to quantify its overall carbon impact.

European Green Taxonomy

Since Linedata has not identified any "eligible" or "aligned" activities under the European Green Taxonomy on sustainable activities, we are publishing the three 0%KPIs for fiscal year 2021: 0% green revenue, 0% green capex and 0% green opex. Regarding the proposal to simplify the reporting of eligible activities only for 2021 financial year, we consider that it is not appropriate to publish these elements knowing that they are not "aligned" and that they will therefore not be taken into account in the KPIs for the next financial years.

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 organization 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 Body for verification.

APPENDIXES (2019-2021 DATA)



8.1 Workforce evolution by type of contract

	2019	2020	2021
Permanent Contract	1194	1052	1023
Fixed-term Contract	0	0	0
Subsidized Contract	75	42	36
Apprenticeship Contract	11	7	16
Total	1280	1101	1075
Internship Contract*	81	30	62
Total including Internship Contract	1361	1131	1137

8.2 Workforce evolution by region

	2019	2020	2021
Southern Europe	238	217	206
Northern Europe	172	152	146
North America	232	178	166
North Africa	283	227	223
Asia	344	320	318
Total	1269	1094	1059

8.3 Breakdown of workforce by activity

	2019	2020	2021
Central functions	128	129	126
Project management	25	19	19
Consulting	126	117	103
Sales and client relations	49	45	44
Software engineering	488	412	376
Management of Technology and Cloud services	115	60	61
Customer services	335	312	330
Other	3	0	0
Total	1269	1094	1056

* The "Internship contract" workforce corresponds to the number of interns who started an internship during the year and not the number of intern on 31/12/2021. Linedata mainly recruits interns in Tunis: Summer internship (2 months) and end-of-study internship (6 months).

8.4 Recruitment evolution by region

	2019	2020	2021
Southern Europe	17	13	18
Northern Europe	13	1	10
North America	36	18	30
North Africa	98	5	52
Asia	137	83	126
Total	301	120	236

8.5 Evolution of departures by nature

	2019	2020	2021
Resignation	189	159	225
Dismissal & contractual termination	44	84	21
Retirement	3	4	6
Others	16	41	7
Total	252	288	259

8.6 a Evolution of geographical mobility by région

	2019		2020		2021	
	Incoming Mobility	Outgoing Mobility	Incoming Mobility	Outgoing Mobility	Incoming Mobility	Outgoing Mobility
Southern Europe	4	0	2	0	5	1
Northern Europe	4	6	1	2	1	0
North America	4	3	2	0	0	3
North Africa	0	4	0	3	0	2
Asia	1	0	1	1	0	0
Total	13	13	6	6	6	6

8.6 b Evolution of professional mobility by region

	2019		2020		2021	
	Horizontal Mobility	Vertical Mobility	Horizontal Mobility	Vertical Mobility	Horizontal Mobility	Vertical Mobility
Southern Europe	2	4	9	9	3	9
Northern Europe	3	6	4	17	0	12
North America	13	26	2	12	4	16
North Africa	4	43	3	43	11	51
Asia	1	37	3	29	3	44
Total	23	116	21	110	21	132

8.7 a Evolution in the number of training hours by region (excluding “Compliance” mandatory training)

	2019	2020	2021
Southern Europe	5 942	4 628	4 663
Northern Europe	3 327	2 950	2 503
North America	1 088	2 023	1 510
North Africa	11 552	2 153	5 407
Asia	1 604	2 607	2 312
Total	23 513	14 360	16 394

8.7 b – Evolution in the number of “Live” training hours by region (excluding “Compliance” mandatory training)

	2019	2020	2021
Southern Europe	5 820	4 385	4 464
Northern Europe	2 821	857	1 142
North America	0	8	625
North Africa	10 866	715	2 829
Asia	577	488	831
Total	20 084	6 453	9 890

8.7c – Evolution in the number of “Platform” training hours by region (excluding “Compliance” mandatory training)

	2019	2020	2021
Southern Europe	122	243	199
Northern Europe	506	2 093	1 361
North America	1 088	2 015	885
North Africa	686	1 437	2 578
Asia	1027	2 119	1 481
Total	3 429	7 907	6 504

8.7d – Analysis– Training by region (excluding “Compliance” mandatory training)

	2020				2021			
	Number of training hours	Number of trained employees	Number of hours / trained employees	% trained employees*	Number of training hours	Number of trained employees	Number of hours / trained employees	% trained employees*
Southern Europe	4 628	153	30,2	64%	4 663	193	24,2	82%
Northern Europe	2 950	139	21,2	84%	2 503	137	18,3	85%
North America	2 023	163	12,4	80%	1 510	164	9,2	89%
North Africa	2 153	200	10,8	75%	5 407	249	21,7	90%
Asia	2 607	264	9,9	70%	2 312	292	7,9	74%
Total	14 360	919	15,6	74%	16 394	1 035	15,8	83%

8.7 e –Analysis- “Compliance” mandatory training

	2020				2021			
	Number of training hours	Number of trained employees	Number of hours / trained employees	% trained employees*	Number of training hours	Number of trained employees	Number of hours / trained employees	% trained employees*
Europe du Sud	138	227	0,6	98%	11	20	0,5	8%
Europe du Nord	113	163	0,7	98%	156	131	1,2	82%
Amérique du Nord	107	193	0,6	99%	264	183	1,4	96%
Afrique du Nord	135	239	0,6	97%	40	45	0,9	2%
Asie	187	332	0,6	99%	227	258	0,9	65%
Total	680	1 154	0,6	98%	698	637	1,1	46%

* The % of employees trained is based solely on employees present from January 1 to December 31, 2021

8.8 Evolution of attrition by region

	2019	2020	2021
Southern Europe	4%	5%	5%
Northern Europe	3%	4%	6%
North America	12%	11%	20%
North Africa	21%	14%	22%
Asia	24%	24%	38%
Total	14%	13%	21%

8.9 Evolution of the number of days of sick leave by region

	2019	2020	2021
Southern Europe	1379	800	1357
Northern Europe	844	820	781
North America	503	754	380
North Africa	655	598	675
Asia	518	490	543
Total	4080	3462	3736

8.10 Workforce breakdown by age range

	2019	2020	2021
Under 25	99	51	61
Between 25 and 34	511	449	413
Between 35 and 44	303	279	267
Between 45 and 54	231	192	191
Between 55 and 64	121	119	124
Above 65	4	4	3
Total	1269	1094	1059

REPORT OF THE INDEPENDENT THIRD-PARTY BODY (OTI)



Report by the independent third party, on the consolidated non-financial statement included in the management report**For the year ended December 31, 2021**

To the shareholders,

As an 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, 2021, 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.

Independence and quality control

Our independence is defined by the provisions of article L. 822-11-3 of the French Commercial Code, in addition, we have implemented a system of quality control including documented policies and procedures requirements 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 and the compliance of products and services with the applicable regulations.

Nature and scope of our work

The work described below was performed in accordance with article A. 225-1 and following articles of the French Commercial Code:

- we obtained an understanding of all the activities of the companies included in the scope of consolidation and, the description of the principal risks;
- 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, 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; when relevant in regards to the principal risks and includes a clear and reasoned explanation for the absence of required Informations required in article L. 225-102-1 III, 2° ;
- we verified that the Statement presents the business model and the principal risks associated with all the companies' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators;
- we referred to documentary sources and conducted interviews in order to :
 - o assess the process used to identify and confirm the principal risks and the consistency of the key performance indicators used with respect to the principal risks and the policies presented;
 - o corroborate the qualitative information (measures and outcomes) that we considered to be the most important;
- 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 asked what internal control and risk management procedures the entity has put in place and we assessed the data collection process implemented by the entity to ensure the completeness and fairness of the Information;
- for the key performance indicators¹, we implemented:
 - o analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data,
 - o 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 5% and 100% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge of all the companies included in the scope of consolidation.

Means and resources

Our work was carried out by a team of 3 people between September 2021 and February 2022 and took a total of 20 weeks. We conducted 6 interviews with people responsible for preparing the Statement.

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,

Signed at Toulouse, 02/11/2022

SAS CABINET DE SAINT FRONT

Pauline de Saint Front



Linedata