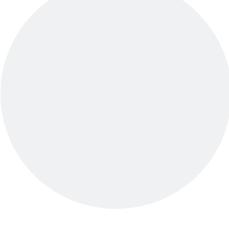
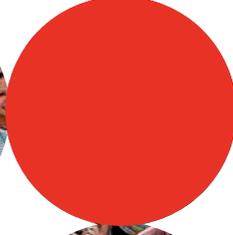
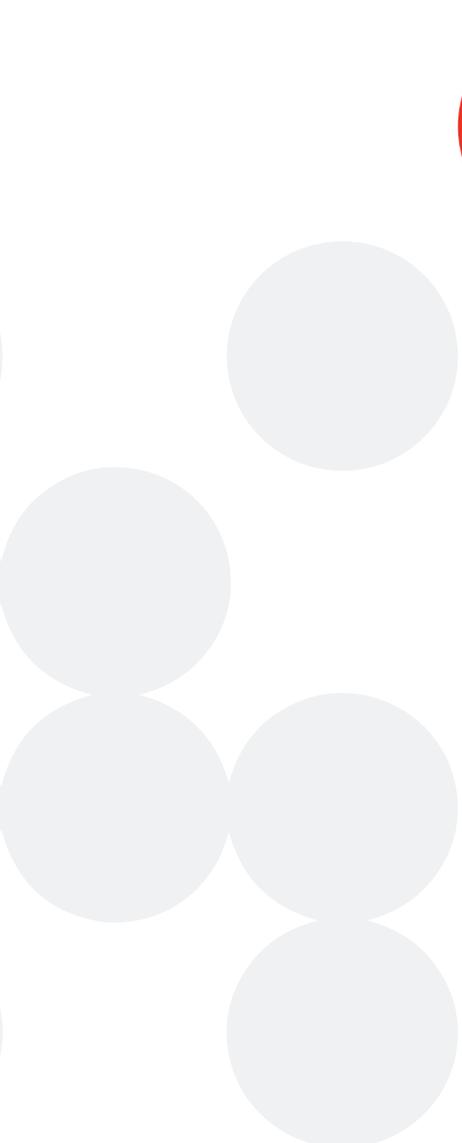




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18 FOR MORE SUSTAINABLE DEVELOPMENT

VERMEG





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Executive Chairman

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SOCIAL & ENVIRONMENTAL RESPONSIBILITY

Badreddine OUALI,
CHAIRMAN & CEO

2018 was a fantastic year for VERMEG, with the acquisition of the leading-edge software company Lombard Risk specialized in collateral management & regulatory reporting. We are now a true international company, with a global footprint to better service our Clients, offering local support on all continents Europe, North and Latin America, Asia Pacific and North Africa. This new geographic presence is the platform we needed to reach critical size, deliver global programs and offer unique career opportunities that would have been just unthinkable only three years ago.

The integration of Lombard Risk was also the lever we needed to accelerate and deliver our transformation towards a Software Provider model. At the end of 2018, the absorption of Lombard Risk by VERMEG, established a new major stage for the group, organized around products designed and developed to supply the regions in which our clients operate.

This third CSR report is evidently largely distinguished by this major external growth operation that is carrying the Group towards a turnover of 100 Million Euro, in contrast with the 50 Million Euro reached in 2016, when we published our first report.

If we were able to integrate this major acquisition in less than nine months, no doubt it is because VERMEG DNA is truly embedded with the **strong values** that link all of us since we started our adventure in 1993: **Committed, Ingenious and Authentic**. All employees welcomed the new teams with enthusiasm and passion. The new VERMEG Group is undoubtedly and resolutely a different human adventure. 2018 demonstrated it again!

In fact, our CSR label, "Empowered by VERMEG," allowed us to take new steps with the entirety of our ecosystem by implicating each employee, in every country in which we operate, to make VERMEG an even more committed company: by translating our commitments into daily actions in our company's operational processes, by sharing indicators to monitor improvements and by launching new initiatives, such as the respect of gender diversity and inclusion principles (LGBTQ).

Since I created the company, I had the conviction that VERMEG must shine on the market, as much as with its collective intelligence and know-how, as through the demonstration of its values and ethics which bring people together and give meaning to our daily actions. The teams that joined us in 2018 quickly realized this, and it is thanks to the commitment of our staff, that we have succeeded in creating such a strong new group, in such a short amount of time, with so much to offer from each person.

Enjoy reading the 2018 CSR Report!

Badreddine OUALI, Executive Chairman

“ No doubt it is because VERMEG DNA is truly embedded with the strong values that link all of us since we started our adventure in 1993: Committed, Ingenious and Authentic.



Empowered
by **VERMEG**



A COMPANY IN EXPANSION

ACHIEVING GLOBAL FOOTPRINT TO BEST SERVE OUR CLIENTS

2018 was critical to deliver VERMEG's Beyond transformation program launched in september 2017. Sustainable progress were achieved, increasing the Group's operational performance and succeeding in integrating the Lombard Risk organization. The new Group extended its Value Proposition in terms of :

- Industry Coverage : enabling clients to address Investment Banking and Capital Market challenges in Collateral Management operations, Collateral asset optimization, liquidity management
- Regulatory reporting : providing technology, tools and front – ends to produce quality reporting to Authorities
- Regional reach : VERMEG has significantly expanded capacity to serve Clients nearly with local presence in the UK, Europe, North American Asia Pacific and Latin America
- Product range : Collateral Management best In Class Industry software COLLINE and leading reporting tools REG REPORTING

Since the acquisition of Lombard Risk in March 2018, Beyond transformation ambition to build a global software company was truly accelerated, delivering synergies in R&D, client management, Operations and launching a new Group dynamic with a strong VERMEG brand.

As the new Group was officially celebrated in Q4 2018, Badreddine OUALI, founder of VERMEG in 1993, decided in accordance with the Board, to take the leadership of the company as Chairman and CEO of VERMEG.

Badreddine OUALI worked with all General Managers of the company to build a new Global organization that will support 3 following strategic guidelines:

① Serve Clients locally with Global Industry Products & Expertise

- Serving Clients in more Regions : United Kingdom, Europe, Middle East Africa, North America, Latin America, Asia Pacific
- Building Best in Class Products with Industry knowledge : Banking, Insurance, Digital Transformation

② Simplify support to Regions and Industries, building global functions with integrated tools and common processes

- Legal & Finance
- Operations : Human Resources, Internal and external communications, Corporate Social Responsibility, IT and Security
- Sales coordination & Marketing
- Technology

③ Offering opportunities to grow for all employees

- Take new challenges in a new region
- Expanding responsibilities to build solid track record in a field of expertise
- Demonstrate ability to grow the business

By the end of 2018, the VERMEG transformation took shape in a new organization, with experienced Executives, enthusiastic to lead the new business dynamic triggered by CEO Badreddine OUALI.



VERMEG

BUSINESS SCHOOL

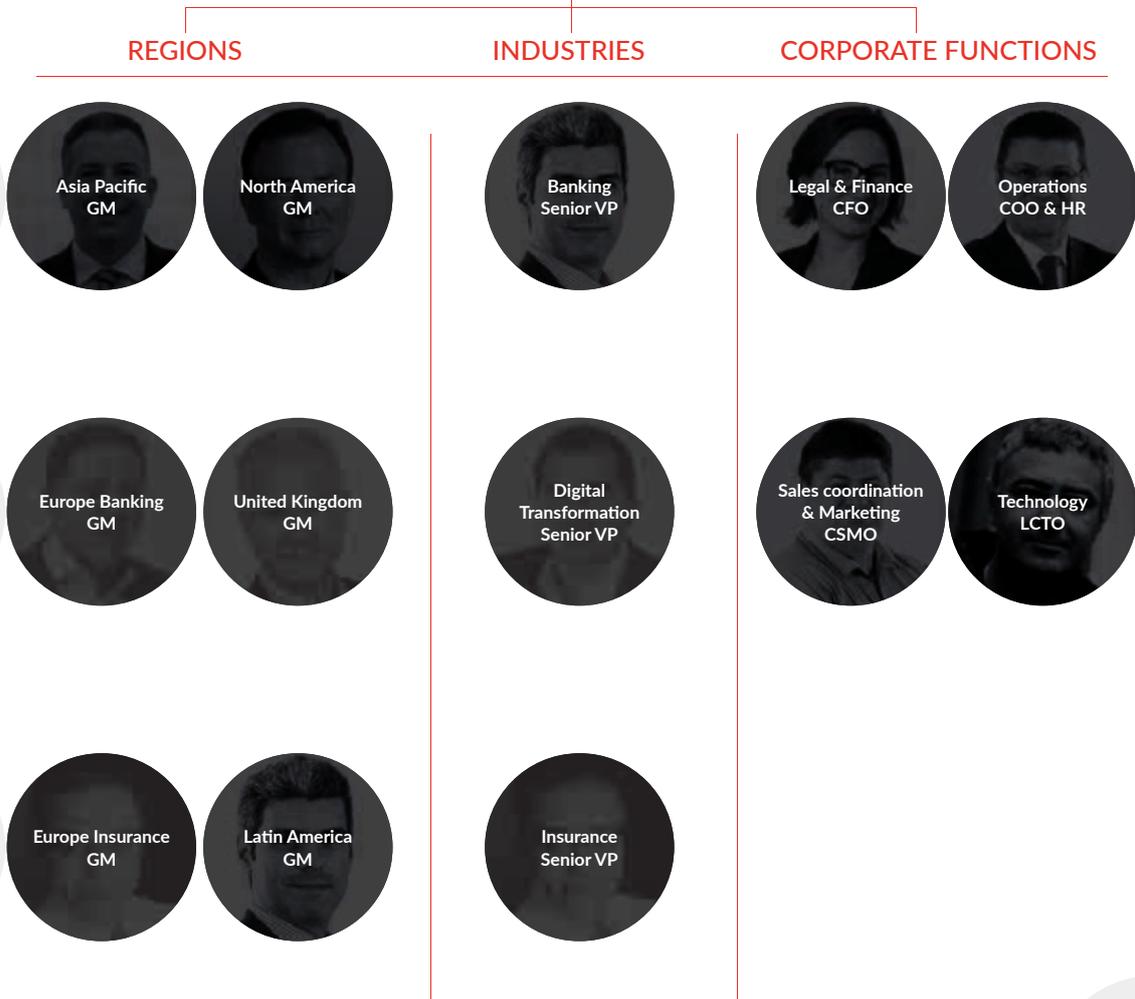
NEW TARGET ORGANIZATION END OF 2018



Badreddine OUALI
Chairman & CEO



Marwan HANIFEH
Vice Chairman



Regions are distribution channels that are responsible to grow the business and deliver projects locally. Industry leaders provide Regional heads with Product and industry expertise. However, some specifics can happen locally.

For a matter of transparency, we believe it is important to communicate VERMEG's new organization : Industry and Regional Organization to outline the cross-selling strategy and Corporate functions to demonstrate ability to support the ambition to reach 100 M€ turnover in 2019.

THREE INDUSTRIES

● INDUSTRY 1 : BANKING

Banking Industry offers access to a wide range of businesses :

- Central Banks & Securities Services with MEGARA
- Investment Banking with COLLINE
- Asset Management with SOLIAM
- Compliance with REGULATORY

A software organization model is in place with clear roles and responsibilities to ensure visionary and quality version of product releases :

- Product Strategy: anticipating and understanding Industry trends, Clients expectations and performance to reach or maintain leading edge position in the market
- Product Management: detailing business requirements, version contents and quality documentation
- Product Build: developing best in class solutions, leveraging best tools to produce quality

With 20 years of experience at VERMEG and impressive track record of project implementation, Khaled BEN ABDELJELIL is heading the Banking Industry surrounded by a team of highly skilled leaders.

● INDUSTRY 2 : INSURANCE

VERMEG is offering best in class products and services both in Pension & Insurances business as well as in property & casualty insurance. Clients have access to :

- Best in Class Pension & Insurance Software : SOLIFE
- IT and Business Outsourcing services : MASSAÏ
- Subscription to reporting and data access

Former Global Head of Insurance at CSC, Brahim HALMAOUI joined VERMEG in 2018 to boost the Insurance business in close coordination with the Heads of business.

● INDUSTRY 3 : DIGITAL TRANSFORMATION

CEO Badreddine OUALI decided to create a dedicated Digital Transformation industry as he strongly believes VERMEG offers a unique value proposition for Financial Services Leaders to accelerate and secure the implementation of their digital strategy. This industry concentrates all PALMYRA assets that can be summarized as follows :

- Access to a unique library of functional and technical components to build bespoke digital solutions
- Access to best in class Dev-ops tools to boost Client build productivity
- Access to front-end products to offer final clients access to bespoke solutions through any mobile device
- Work with a team of skilled experts

Under Vice-Chairman Marwan HANIFEH, Palmyra has delivered impressive growth over the last three years with strong recurrent business from existing client base in Europe. Heads of Region will benefit from his leadership and expertise to grow digital project implementation in the new regions



**BANKING
& WEALTH**

- | Corporate and Investment Banks
- | Retail Banks
- | Private / Wealth Management
- | Custodians / CSD/ CCP
- | Central Banks



**DIGITAL
TRANSFORMATION**

PALMYRA
by VERMEG

- | Rethinking User Experience
- | Breaking IT Silos
- | Reducing IT Costs
- | Boosting Time to Market



INSURANCE

- | Life & Health
- | Property and Casualty
- | Asset Owners & Managers

SIX REGIONS

● REGION 1 : ASIA PACIFIC

APAC offers incredible opportunities for growth. VERMEG operates in Hong Kong, Singapore and Australia. Most of the business today is concentrating in Regulatory but it is obviously generating cross-selling opportunities in Wealth Management, Central Banks and Securities Services. MEGARA and SOLIAM have been identified as most opportunities to grow the business in APAC.

As Joseph Kubeyka joined VERMEG from Lombard Risk, he immediately identified the business potential for him and his teams locally and qualified opportunities are already in progress.

● REGION 2 : CONTINENTAL EUROPE BANKING

Continental Europe Banking is concentrating all efforts to distribute all of the assets of VERMEG with a strong ambition as it is a matter of leveraging existing client base to generate cross-selling. Three selling territories have been implemented to maximize productivity of efforts :

- SOLIAM, SOLFIA and REGULATORY products to address Tier 2 Wealth Management and Banks
- MEGARA & COLLINE as both products are addressing collateral management challenges, respectively for Central Banks and Investment banks
- PALMYRA to address digital project implementation

Fathi TRABELSI, former Global Head of Banking at CSC joined VERMEG in 2018 to bring his leadership and strong business track record to leverage all VERMEG assets.

● REGION 3 : CONTINENTAL EUROPE INSURANCE

Brahim HALMAOUI is also heading this critical growth platform as he has a solid track record in developing insurance business together with a solid content expertise both in Pension and casualty insurances. His objective is to accompany his clients toward more digital services and long term subscription services. He is supported by Marc Bulls and Nicolas Bonmariage who both have solid background with more than 20 years of experience in delivering strategic projects for their Clients.

● REGION 4 : NORTH AMERICA

Obviously, North America offers significant playground for a financial software company like VERMEG. As Head of North American Region, John Groetch has proven to be successful in developing VERMEG client base in Collateral Management in New York and in Canada. Working closely with Khaled BEN ABDELJELIL in assessing business and priorities for Banking Industry, It appeared obvious for both that Megara and Soliam have huge potential for growth. Cross-selling objectives in North America are high and business pipe is showing that rationale is solid.

● REGION 5 : UNITED KINGDOM

The UK is the region where Regulatory reporting and Collateral Management Banking business with COLLINE have proven to be solid and attractive. Definitely, VERMEG is a leader in regulatory reporting in the UK for Tier 2 and Tier 3 banks with very high attendance in every conference made. Collateral Management UK market place off-sites have also strong reputation in the Investment Banking Industry thanks to COLLINE Client base. A new General Manager is joining VERMEG early 2019 to head the UK region and closely work with Banking and Insurance Industry leaders to grow the business. Pension Insurance is a priority for cross – selling in the UK.

● REGION 6 : LATIN AMERICA

Latin America, Brazil, Mexico and Panama are VERMEG business priorities. Limited client base to date but potential is significant for the Banking Industry, particularly for MEGARA and SOLIAM products. Khaled BEN ABDELJELIL is heading the regions, implementing the go to market strategy, hiring dedicated Head of Region and establishing partnerships to accelerate market penetration.

CORPORATE FUNCTIONS

● LEGAL & FINANCE

Kawther ZOUARI is supervising the department with direct report to CEO Badreddine OUALI. It includes five major missions:

- Accounting & Finance : ensuring quality production of financial statements and monitoring of regional and Industry Profit & Loss
- Reporting & Consolidation : production of monthly, quarterly and annual reporting for the leadership of the company and the board of shareholders
- Treasury management : monitoring the cash of the company
- Controls : ensuring level of controls are implemented and accurate
- Legal : administration of all legal entities

Kawther has solid experience, including more than 3 years within EY one of the big five accounting firms, demonstrating ability to produce quality financial monitoring and management skills.

● SALES COORDINATION

Philippe DUPUIS is key to ensure Industry Leaders and Regional Heads are working hand in hand to best deliver business objectives. Also instrumental in building cross-selling objectives, Philippe is accountable for :

- Sales Operations : monitoring the pipe of business and ensuring coordination between Regions and Industries
- Marketing : digital marketing, events and Public relationship
- Partnership : strategic partnership , managing consistency of partnership locally and globally

Philippe held senior Executives positions before joining VERMEG, heading Business Units and holding Senior Management positions.

● TECHNOLOGY

Technology is strategic for VERMEG, obviously. Building the new organization, Badreddine has assigned new missions for the department continuing with the Beyond transformation program. These can be summarized in :

- Building the VERMEG vision on technology
- Promote standardization of tools & methods to develop product versions
- Build Multi-Tenant Dev-ops platforms to optimize time to market for Clients and costs
- Implement Performance KPIs
- Develop front ends layers

Laurent PYTEL joined VERMEG in 2017 and is in charge of implementing the above missions. His solid tech background demonstrates his ability to deliver while working closely and directly with Badreddine OUALI.

● OPERATIONS

Mousser JERBI is supervising all levers to ensure the company is in the best position to meet strategic business objectives. This includes all transversal operational functions:

- Human Capital : recruitment & mobility, training through the VERMEG Academy, carrier and talents development
- Compensation & Administration : payroll, legal, reporting and KPI
- Information Technology : infrastructure, internal systems and tools
- Information Security: IT security, physical security, business continuity plan BCP, data and personal data protection
- Corporate Social Responsibility: through the program "Empowered by VERMEG" created to implement the sustainable development strategy worldwide and monitor the compliance with the engagements taken by the group

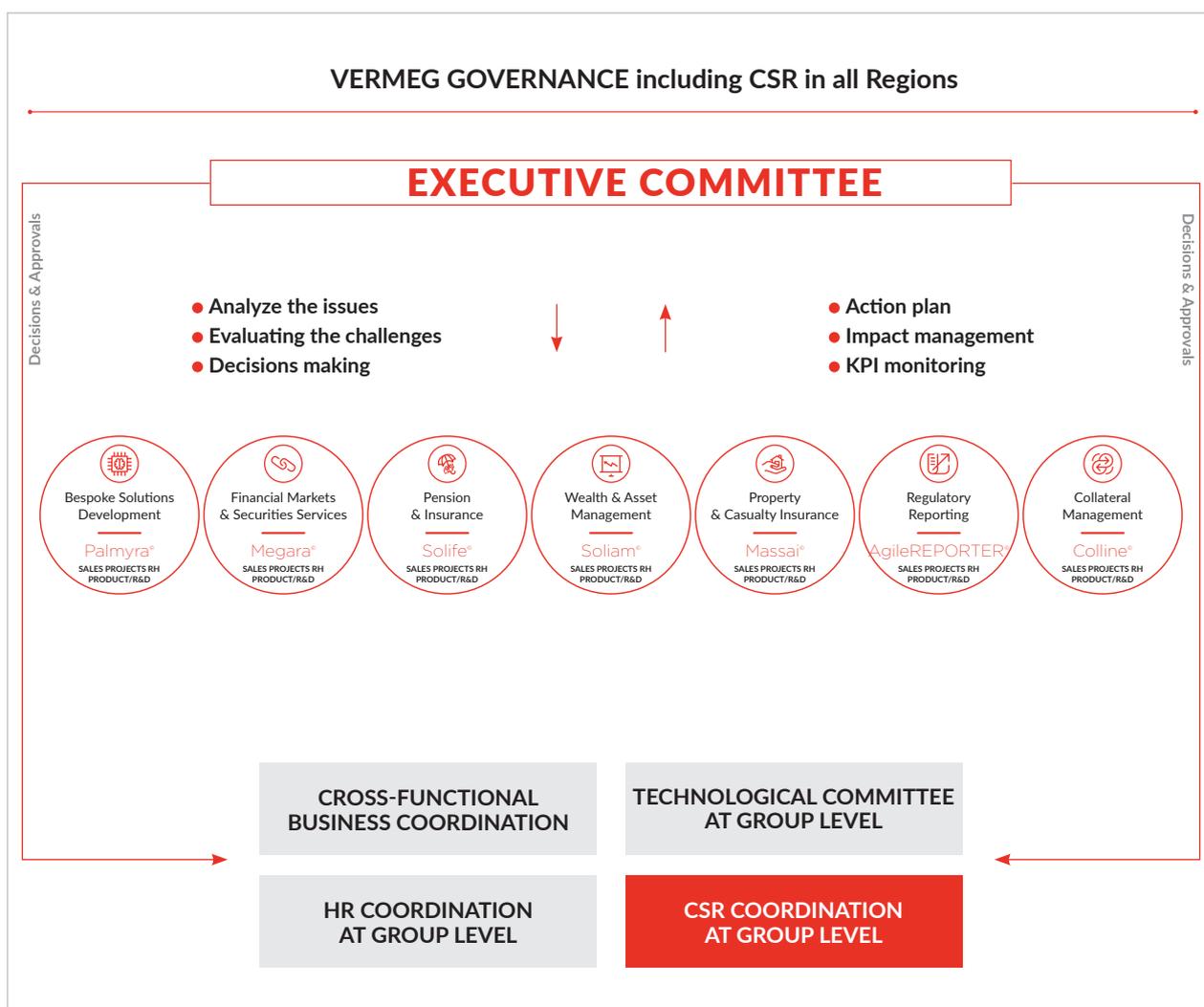
Mousser JERBI was instrumental in managing the Lombard Integration program and has developed solid relations with Regional leadership.

By heading all Operations and with the transversal power this role grants him, he's the guarantor of convergence of all the group practices according to VERMEG CSR engagement, and the spreading of the CSR spirit worldwide through all business, industries and levels.

Therefore, the Group's new governance implemented since 2017 that incorporates the coordination and management of CSR initiatives, in continuation of the collective dynamic launched through the CSR Challenge in 2016, is reinforced in 2018 by including new regions and new business lines.

The Group's Executive Committee continue to emphasize the implementation of responsible initiatives as being essential to the Group's successful transformation, with the aim of measuring concrete annual results and progress.

BEYOND TRANSFORMATION PROGRAM New Governance of VERMEG



In addition to this governance, and to measure the performance of its CSR initiative and target improvements, the Group continue to subscribe annually to the certification services from **EcoVadis** platform since 2012, which is one of the main collaborative platforms assessing the sustainable development performance of suppliers to global supply chains. In fact, also ex Lombard Risk group was certified by **EcoVadis** till 2018 with a Silver score too.

Furthermore, in June 2018 VERMEG joined the **United Nations Global Compact** initiative to support its social and societal component. VERMEG is now committed to applying the 10 fundamental principles and to report annually on progress made in the 4 areas of:

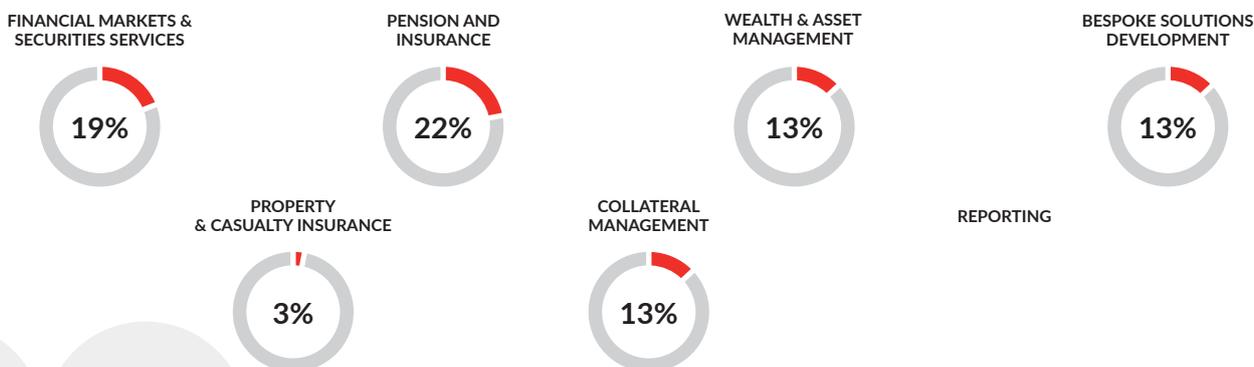
- ① Human Rights
- ② Labor Standards
- ③ Environment
- ④ Fight against Corruption.

By signing the UN Global Compact, VERMEG is of course committed also to align its CSR strategy to cover all the 17 sustainable development GOALS highlighted by the UN (<https://www.un.org/sustainabledevelopment/sustainable-development-goals>).

2018 KEY DATA AND INDICATORS



REVENUE SHARE BY BUSINESS

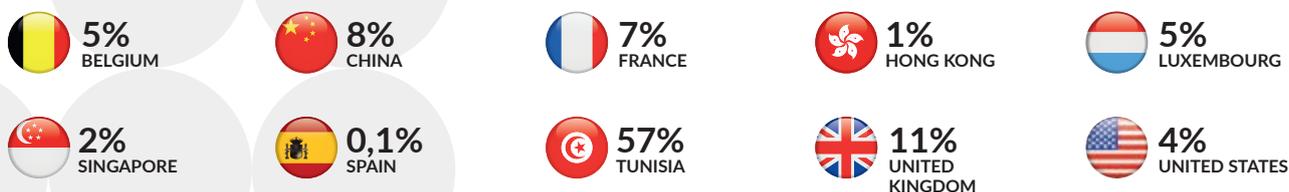


1 057 STAFF

38% 

62% 

% WORKFORCE BY COUNTRY



“

For the third year in a row, VERMEG received the Silver Trophy from EcoVadis with the improved score of 59/100 in 2018, while the gold score is 62/100. That result puts the Group in the top of companies rated by EcoVadis around the world.



Budget CSR
602 697 €

% BUDGET BY CSR AREA

GOVERNANCE & TEAM



ENVIRONMENT



SOCIETAL (SOCIAL & TERRITORIES)



ART & CULTURE DEVELOPMENT



United Nations
Global Compact





A COLLECTIVE AMBITION THE CSR CHALLENGE REINFORCED IN THE NEW REGIONS

From the outset, Badreddine OUALI, the Chairman and Founder, involved the company and its staff in initiatives to benefit wider society: actions for economic and social development by founding “Réseau Entreprendre” in Tunisia then “Fondation Tunisie pour le Développement” in France, support for the social and solidarity economy, improving the lives of disabled and disadvantaged children, patronage to help young artists... VERMEG is driven by the ambition to be an exemplary company, a different human adventure, recognized for the quality and dedication of its teams working for all stakeholders.

Starting from January 2017, the Group Executive Committee, led by the CEO, recognized for his leadership, humanity and team spirit, launched a CSR Challenge within the Empowered By VERMEG Program, enabling every member of the company to submit CSR proposals. A collaborative platform was created to allow all our staff, at all hierarchical levels, to put forward ideas and vote to launch the proposals posted on the platform. VERMEG’s Executive Committee has pledged to implement the CSR initiatives that receive the most votes.

Few companies consult all their staff to develop a framework structuring their CSR initiative. Generally defined by the CSR manager on the Group’s Board, often staff are only asked to participate in the implementation of annual plans.

Mousser JERBI, the Group’s CHRO and Myriam SANHAJI, the VERMEG Group’s CSR Director, have deliberately chosen to ask the staff for their views and ensure that they want to follow the path taken by the company founder Badreddine OUALI.

AN INDIVIDUAL AND COLLECTIVE AMBITION TO BECOME AN EXEMPLARY COMPANY

The initial CSR Challenge launched within the program “Empowered by VERMEG” attracted the interest of over 300 members of the Group, who proposed over 60 CSR initiatives.

Having the staff vote for the best proposals and analyzing all the suggestions compiled on the platform made, it was possible to identify **3 Axis** for the Group’s CSR strategy.

The interest of VERMEG employee for these 3 axes has been amply reinforced and confirmed in 2018 through the annual **CSR Survey** launched for all the employee all over the group including the new zones. Almost 110 responses were collected, and 254 new suggestions and ideas were analyzed to highlight the actions to be added in CSR road map 2019.

254
New CSR
Suggestions in
2018 through the
annual **CSR Survey**

CARBON NEUTRAL TARGET

- New transport policy: car, plane, cycle, etc.
- Development of videoconferencing, teleworking, etc.
- Converting buildings and server rooms
- Offsetting CO2 emissions by tree planting



92

EQUAL OPPORTUNITIES

- Support for education
- Reducing regional inequalities
- Non-discrimination – Diversity
- Occupational wellbeing



86

TALENT PROMOTION

- Support for talent at VERMEG
- Grants for young artists
- Artistic and cultural patronage emphasizing socially conscious activities and events



76

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This strategic framework, elaborated with all our staff, became the cornerstone of the group’s CSR initiatives all over the world.

Mousser JERBI, Executive Director, COO of VERMEG Group



CSR STRATEGY

OUR DIALOGUE CONTINUES WITH STAKEHOLDERS

It is essential that VERMEG listens the all times to its stakeholders all over the world - clients, staff, suppliers, public authorities, regulators, students, charities, investors, financial backers, etc. - in order to understand their expectations, how they view our company and the road that they want to see us take. This interaction enables VERMEG to identify the main risks and opportunities, adapt its approach and improve its performance.

It is by listening that VERMEG intends to create the conditions for responsible, sustainable and shared economic development with its stakeholders.

In 2018 the huge challenge was to extend this dialogue from Belgium, France, Luxembourg, Spain and Tunisia to include new countries where the geographical expansion took the group: United Kingdom, Singapore, Hong Kong, China, Australia, Japan, United States, Brazil, Mexico.

	Our mission	Forms of dialogue
Clients 	Establish a real partners relationship with customers based on mutual trust and close communication, in order to accompany them to offer the best products and services, which guarantee sustainable growth for both these clients and VERMEG.	VERMEG evaluates the quality of the performance of each of its services. A project portfolio management at our customers by the leaders of the business lines ensures a regular monitoring of the quality of service and products. VERMEG highlights ethical values that reinforce its commitment to business loyalty and pays particular attention for example to the protection of data entrusted by its customers (ISO 27001 certification) including the personal data (European General Data Protection Regulation).
Staff 	Encourage an open and flexible working environment, constantly develop staff skills, identify talents, grow High Potential and raise leaders.	The exchange between VERMEG and its employees is not limited to the classical framework of the evaluation, because the group is constantly looking for new, more interactive and reliable mechanisms, stemming from the principles of proximity management. This is reinforced since VERMEG Academy set up a Managers training program to monitor the development platforms of all employees. The success of Empowered By VERMEG (which stands for Employees Well Being Responsibility) demonstrates VERMEG's ambition to continually improve the quality of life at work. Finally, when a staff member resigns, VERMEG records their reasons for leaving to understand if they are linked to the company and can be resolved.

Counterparts 	<p>Raising its Eco system toward more sustainable development by choosing responsible business counterparts, behaving responsibly towards them and influencing them through a flawless exemplarity.</p>	<p>VERMEG shares its Code of Conduct and make it publicly accessible to all its business counterparts (Suppliers, Subcontractors, Partners, Competitors, etc.) to spread the responsible business spirit. Likewise VERMEG accepts to sign and comply with the ethical guidelines it receives from any of them.</p>
Society 	<p>Being a determining actor and innovator who pro-actively contributes to the public debate, the development of the city, on the crucial axes of development, namely environment, education, health, employability and inclusion.</p>	<p>VERMEG is involved in several associations and think tanks and contributes intellectually to public dialogue in line with its industry expertise and knowledge. In this approach, VERMEG wants to be at the forefront of practices in its field. In other words, beyond the public debate, it encourages and pushes to adopt new initiatives in the countries where the group is, while remaining very connected to reality and the local problems. This is also done through the many partnerships developed with non-governmental organizations, associations, schools and Universities, companies in the same sector, to raise common issues, reduce inequalities and disseminate new management methods, concerned about the social and environmental responsibility.</p>
Authorities 	<p>Maintain direct and constructive relations with the regulators and be part of professional bodies, both locally and internationally.</p>	<p>The company founder and directors are asked by the Tunisian government and economic organizations to contribute to thinking on development projects, structures and legislation. The company founder and leaders are solicited by the Tunisian government and economic organizations in Europe to contribute to the reflection around various development and structuring projects, sometimes impacting texts of Law.</p>
Investors 	<p>Attracting engaged donors, more and more concerned with socially responsible investments and Meet the expectations of financial backers who are increasingly seeking sustainable development business.</p>	<p>By opening to new external investors, VERMEG remains up to date in terms of international standards and is constantly challenging itself. In the same way, it collects through its board of directors the expectations of its shareholders and their return to improve its sustainable development performance.</p>

MATERIALITY ANALYSIS

The Materiality Analysis was crucial to quickly structure the process by identifying clearly and unanimously the challenges for VERMEG, and the underlying fundamental issues in order to prioritize them according to the three dimensions of the Materiality Matrix :

- ① Their importance for our stakeholders on the vertical axis.
- ② Their importance for VERMEG's leaders on the horizontal axis.
- ③ The Maturity Level reached

In-fine, the materiality analysis involves identifying and ranking the various objectives inherent in our economic, social or societal responsibility.

Resulting from a working group led by Myriam SANHAJI, Global CSR Director, the analysis has been refined to reflect VERMEG's level of maturity on each identified objective. With the aim of measuring the concrete results of all initiatives, each objective is given a level of attainment reflecting current practices in all divisions and countries in which the group operates:

- No action in place to meet the objective.
- Some isolated actions, but performance is not measured.
- Several actions in place, with performance measured.
- Actions in place that are fully anchored in the company's governance at all management levels (structured action plans with performance management targets and indicators).
- Structured action plans with performance details communicated to stakeholders.

Some twenty VERMEG leaders, managers and staff representatives were involved in developing the Materiality Matrix through several workshops over the second half of 2017, with the aim of promoting responsible company management and innovation.

Other representatives were involved end of 2018 through the CSR Survey that VERMEG launches annually, to review this Matrix according to:

- The year achievements,
- The new regions where VERMEG has now subsidiaries: North America, Latin America, United Kingdom and Asia Pacific including Australia
- The matching of the challenges highlighted by VERMEG's stake holders with the 17 Sustainable development goals identified by United Nations (<https://www.un.org/sustainabledevelopment/sustainable-development-goals/>)



The logo features the United Nations emblem on the left, followed by the text "SUSTAINABLE DEVELOPMENT" in blue, and "GOALS" in a larger blue font where the letter "O" is a colorful wheel with 17 segments.



The update of the Materiality Matrix according to the achievements and the new regions was postponed to 2019 for 2 reasons:

- Waiting the confirmation in the organization of the CSR ambassador positions in the new countries, planned early 2019.
- Allowing more time to measure the maturity level in the news regions and the compliance of their practices in the different subsidiaries.

BOTTOM UP APPROACH

CSR Challenge and Materiality Analysis

CSR Challenge

- Launch of the CSR Challenge at the Group level (BE, FR, LU, TN)
- More than 60 suggestions via the SLACK application,
- The votes results raised 3 Axis which are very important to our employees

3 AXES



Materiality Analysis

- Workshops led by external CSR experts with the ambassadors to recognize the Issues raised under the 3 axis.
- Inquiries with the managers, the directors and Executive committee to validate the stakes and their priority.

7 CHALLENGES
Grouping 13 TARGETS

- GOVERNANCE
- SOCIAL
- REGIONS
- CORE BUSINESS
- ENVIRONMENT
- PROCUREMENT
- CULTURAL AND ARTISTIC DEVELOPMENT



CSR Road trip to present the group's CSR strategy in all the countries and explain the program « Empowered By VERMEG » to highlight the link with the « Employee Well Being responsibility »

The CSR Survey is launched annually during this event and filled online by each employee to persist the dialogue with all the internal stakeholders

THE 3 DIMENSIONS OF VERMEG'S CSR STRATEGY

- The 3 Axis of the CSR Challenge result from the staff vote
- The 7 challenges behind these axis, involve all the stakeholders, internal and external
- The most urgent 13 Targets supporting these challenges result from the materiality analysis

As described in our previous CSR report, the Materiality Analysis has enabled us to identify 7 Challenges for VERMEG, structured around a total of 13 Targets clearly defined.

During 2018 the CSR team of course coordinates the actions and events in respect of this strategy, in all the countries where VERMEG operate, but the emphasis was different taking into consideration the local specificities, the needs and the maturity in each subsidiary.

1 Incorporating CSR into the company's governance to meet the objectives

- ① Implement CSR governance at all management levels.
- ② Define a code of ethics followed by all company staff, provider and partners.
- ③ Provide optimal protection for staff in the various countries where VERMEG operates.

2 Minimizing our environmental impact

- ④ Implement an effective policy to save energy, the climate and natural resources.

3 Internal Social Responsibility making us a leading employer

- ⑤ Provide excellent working conditions.
- ⑥ Propose attractive positions facilitating the development of staff skills.
- ⑦ Maintain non-discrimination at all levels and encourage diversity and inclusion.
- ⑧ Ensure the fair distribution of value creation.

4 Equality in the regions

- ⑨ Contribute to wealth development in the regions.
- ⑩ Contribute to education in the regions.

5 Doing business responsibly

- ⑪ Eco-social design of solutions proposed to clients, with the emphasis on fair practice and data protection.

6 Sustainable and ethical procurement

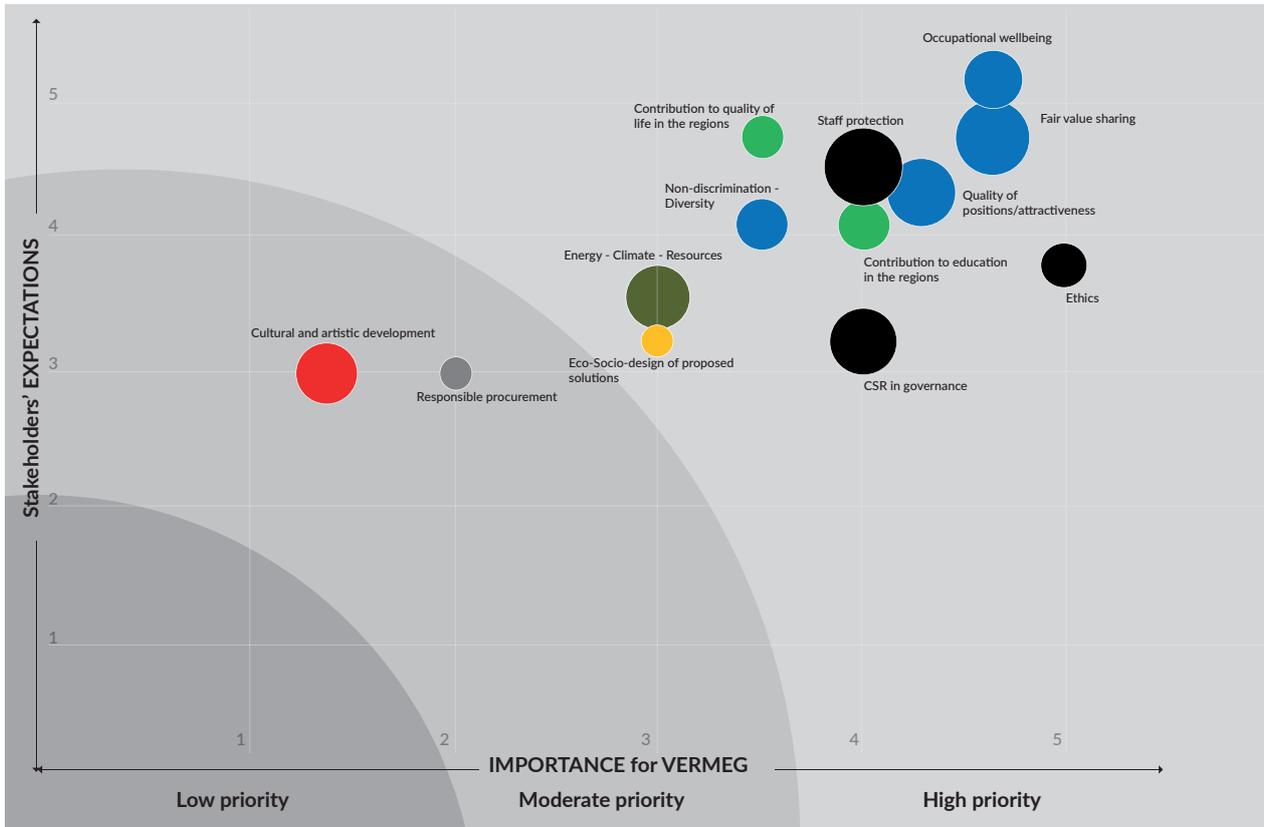
- ⑫ Follow a responsible procurement policy in house and with suppliers in order to reinforce both Sustainable and Solidarity purchases

7 Cultural and artistic development

- ⑬ Support outside artists and cultural events through patronage, as well as promote artistic talents within the company.

MATERIALITY MATRIX

13 Targets for VERMEG CSR Strategy



- GOVERNANCE
- SOCIAL
- REGIONS
- CORE BUSINESS
- ENVIRONMENT
- PROCUREMENT
- CULTURAL AND ARTISTIC DEVELOPMENT

LEVEL OF MATURITY

1 : No action

2 : Isolated actions, performance not measured

3 : Several actions with performance measured

4 : Structured actions in the management system (action plan, target and indicator)

5 : Structured action plans with performance details communicated

This materiality matrix, underpinned by the collective ambition reiterated by our staff during our CSR Challenge, has become the backbone of VERMEG's CSR policy.

To monitor its CSR commitment, VERMEG defined a dashboard with indicators enabling it to measure the progress made in these 13 aspects of its CSR strategy.

The table presented at the end of this report is updated in 2018 with the maturity acquired in that area, but also taking into consideration the recommendations received from EcoVadis in the certification report to improve the score of 2018.

As already agreed, VERMEG will continually evolve its CSR strategy and its extra-financial communication according to the level of materiality of the issues in the years to come. In addition, Leaders want to update the materiality matrix by interviewing external stakeholders in the coming years.

VERMEG'S CSR STRATEGY

7 Challenges

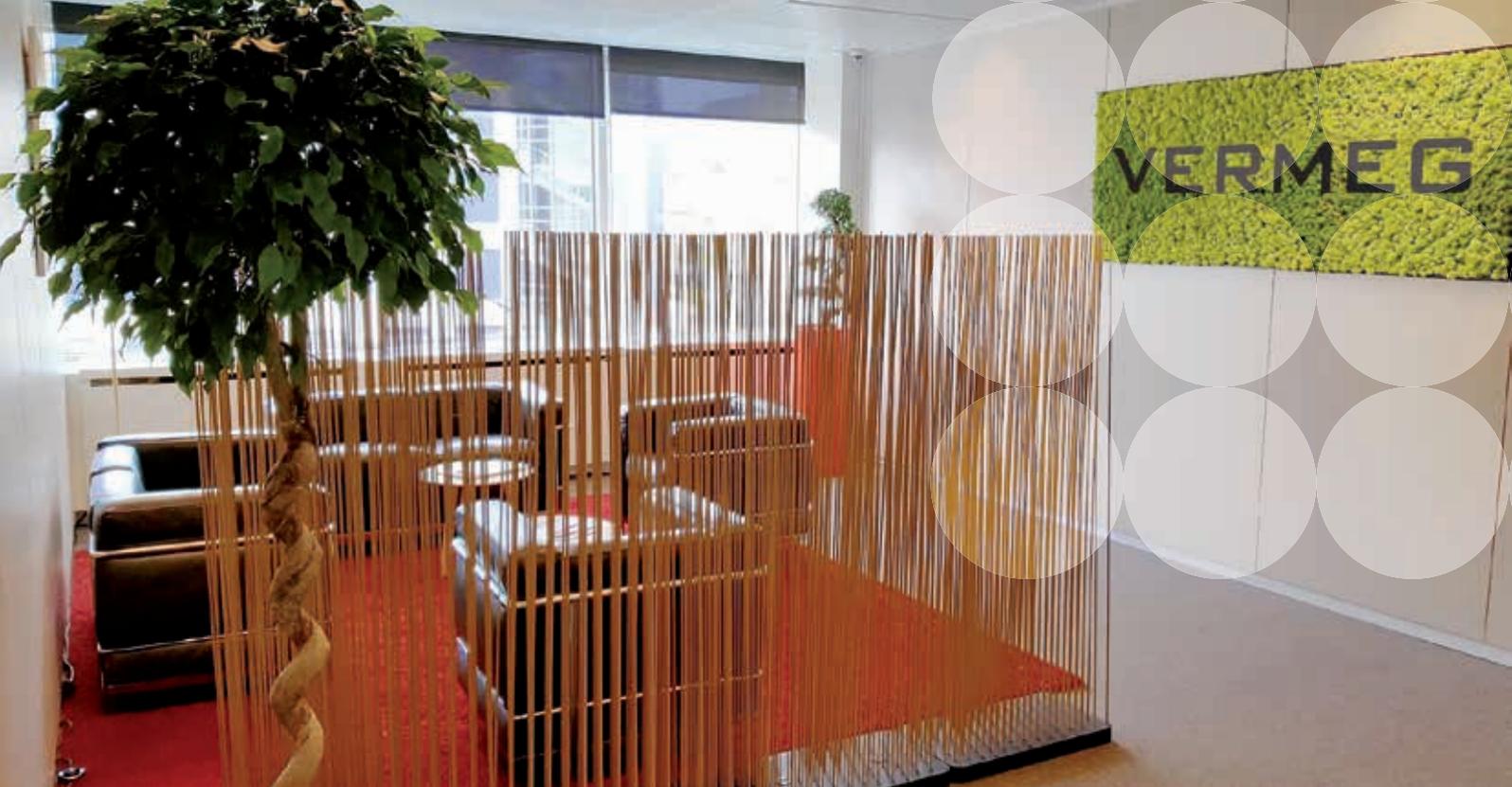
13 Targets

Challenge	Category	Targets	Logos
1	GOVERNANCE	<ul style="list-style-type: none"> ● CSR within Governance ● Ethics ● Employees Protection 	  
2	ENVIRONMENT	<ul style="list-style-type: none"> ● Energies Climate Resources 	
3	SOCIAL	<ul style="list-style-type: none"> ● Work Life Quality ● Job Quality – Attraction ● Equitable Values Sharing ● Non discrimination – Diversity - Inclusion 	
4	TERRITORIES	<ul style="list-style-type: none"> ● Contribution to education ● Contribution to prosperity in the regions 	
5	PURCHASE	<ul style="list-style-type: none"> ● Responsible Procurement Policy 	 
6	CORE BUSINESS	<ul style="list-style-type: none"> ● Eco-socio-conception of software solutions & services 	 
7	ART & CULTURE	<ul style="list-style-type: none"> ● External and Internal Talents Sponsorship 	 

CSR TARGETS FOR 2020

On the basis of the approved strategy and calculated indicators, the Executive Committee has set quantified goals for the 7 Challenges, to reach the «Gold» level of EcoVadis certification. These goals were reviewed and adjusted in 2018 to take into consideration the new dimension of the group.

1	GOVERNANCE	<ul style="list-style-type: none"> ● The CSR budget is stabilized around 0,5% of revenue
2	ENVIRONMENT	<ul style="list-style-type: none"> ● Carbon emissions, set against revenue, fall 8% per year
3	SOCIAL	<ul style="list-style-type: none"> ● The percentage of women amongst the managers and directors rises to 25%
4	TERRITORIES	<ul style="list-style-type: none"> ● The number of man-days, in the framework of contribution to the regions, reaches an average of 0,5 Volunteering day a year per employee
5	PURCHASE	<ul style="list-style-type: none"> ● The proportion of solidarity procurement moves towards 15% of total purchases
6	CORE BUSINESS	<ul style="list-style-type: none"> ● The implementation of an Environmental Management System (EMS), which promotes the integration of the different requirements of ISO 14001 (Environment), ISO 9001 (Quality), ISO 45001 (Health / Safety) within the Global management system of VERMEG.
7	ART & CULTURE	<ul style="list-style-type: none"> ● The budget allocated to cultural and artistic development is stabilized around 30% of CSR budget



VERMEG AS A RESPONSIBLE COMPANY CHALLENGES AND RESULTS

Challenge

1

Fully incorporating CSR management into company governance

VERMEG, which was founded in Tunisia in 1993, is originally a European company with a presence in France, Belgium, Luxembourg, Netherlands and Spain.

It launched its activities in Latin America, Mexico and Brazil in 2017, and extended its geographic presence in United Kingdom, North America and Asia Pacific during 2018.

Our international expansion aims to support our clients in their growth projects, increase the Group's synergies and investment capacities, and bring all our staff more career opportunities

For Badreddine OUALI, VERMEG's Chairman CEO, and member of the Executive Committee, the successful roll-out of CSR initiatives, aiming to meet the challenges recorded in our materiality matrix is one of the keys to the company's successful worldwide growth.

Whilst 2016 and 2017 were the year for collective mobilization of the company and organization of the CSR structure, in 2018 the Board started incorporating the management of VERMEG's CSR strategy into the company's governance to measure its performance and fully align it with the growth ambition.

To meet the three objectives underpinning this challenge, therefore, VERMEG has reinforced the following initiatives:

- Effectively operational CSR Governance in 2018
- Formalization of the ethical process in 2018
- Increase staff protection in 2018 to offer same standards in all countries where the group operates

TARGET 1 IMPLEMENTING CSR GOVERNANCE

The CSR governance approved by the Executive Committee, was effective beginning of 2018.

In addition to the three principles on which this CSR governance was based, a fourth principle was added early 2018 to take into consideration the growth and expansion of the group in new regions:

- 1 The appointment of a full-time CSR Director. Myriam SANHAJI, who has been closely involved in pioneering initiatives promoting non-discrimination, gender diversity and educational support for disadvantaged children in Tunisia with Badreddine OUALI since the company was founded, directly led the CSR Challenge or CSR Survey and materiality analysis studies. In the eyes of all the staff, she embodies the human adventure that is VERMEG.

In terms of roles and responsibility, the **CSR Director**:

- Is responsible for the strategy and management of the CSR initiative in each country
- Sets the annual performance priorities and targets and measures the results
- Updates the Operating Committee, bringing together all VERMEG directors in all countries, on his/her thoughts and actions for opinions and guidance
- Reports to the Executive Committee at least twice a year on VERMEG's CSR strategy, budget and results, and submits decisions
- Leads the CSR team and community at the group level

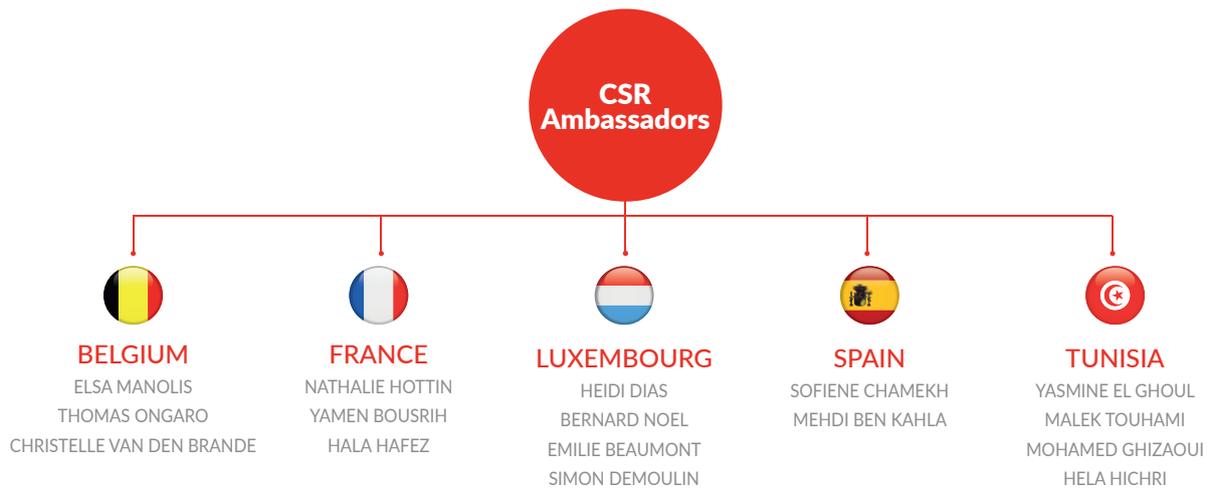
- 2 A CSR project management scheme based on the community of **CSR Ambassadors** in each country, represented by at least two voluntary ambassadors with the role of:

- Leading working groups in their countries with the staff to make recommendations
- Coordinating local initiatives selected within the CSR Challenge and divided into three areas (zero carbon, equal opportunities and art & culture/VERMEG's Got Talent)
- Participating, as a local staff representative, in projects to develop and monitor the materiality matrix with local stakeholders
- Taking steps to meet the challenges selected within the materiality matrix studies
- Measuring the results obtained in each country and contributing to measuring the performance indicators of VERMEG's CSR policy

Furthermore, to reinforce the bridge made between the «Employee Well being Responsibility» and the «Corporate Social Responsibility», some members of the HR team from each country were also involved.

- Raoudha ARFAOUI, in Tunis, who has been involved in developing VERMEG's CSR policy from the outset, supports Myriam SANHAJI in both coordinating HR initiatives that have a strong CSR impact, but also in promoting CSR initiatives that have a strong HR impact and benefit to the employee wellbeing and engagement.
- Emilie BEAUMONT a member of the HR administration team in Luxembourg, took responsibility of some CSR actions locally including the harmonization with the activity led by the Delegation of Staff elected by the employees.
- Yasmine EL GHOUL from VERMEG Academy, has also joined the team early 2018 to organize the awareness sessions and campaign about the important role of employees and new joiners for the success of our CSR engagement. She has also contributed to orchestrate the community of ambassadors across the world, as the number became important following the inclusion of the new geographic zones end of 2018.

THE VOLUNTARY AMBASSADORS IN 2018



3 A **CSR Committee** Role in charge of the CSR strategy approval, decisions and budget. This committee is composed of a highest level of each involved operational and transversal function:

- CEO, to guarantee the position of CSR in the heart of VERMEG group strategy harmoniously in all the countries and business line
- COOs of business lines to guarantee the applicability in all operational areas and the compliance of all the management systems, the internal procedures and the information systems with the CSR policies
- Region Managing Director /Country Manager of each entity, to guarantee compliance with local requirements and regulations
- CHRO, Chief Human Resources Officer, to guarantee employee wellbeing and optimized labor rights
- CTO, Chief Technology Officer, to guarantee the green IT approach and the responsible software edition and services
- CFO, Chief Financial Officer, to guarantee responsible procurement
- CSMO, Chief Sales and Marketing Officer, to empower the position of VERMEG as a “CSR friendly actor”.

This CSR Committee, in charge of the global CSR compliance, is heading the following **Subcommittees** that are in charge of controlling compliance for their specific area:

- 1 Ethic subcommittee
- 2 Health & Safety subcommittee
- 3 Labors subcommittee (i.e. improving work conditions)
- 4 Non-discrimination subcommittee (i.e. participates in Appraisal Committee to promote Diversity, participate in Recruitment to guarantee EEO statement)
- 5 Responsible Purchase subcommittee
- 6 Responsible software edition business subcommittee
- 7 Environment subcommittee (i.e. monitor IT and logistic compliance with Green Policy)

4 An annual VERMEG **CSR Day**, global or by country; during which all the staff are invited to join the assessment of the actions taken and celebrate achievements on the road to meeting our challenges in all their dimensions.

This occasion is also aimed to implement when possible, a global CSR initiative chosen by the staff annually on the basis of a yearly survey conducted by the ambassadors. Furthermore during this event, the ambassadors present and boost the new CSR survey, that will be used to update the CSR Materiality Matrix and also to enrich the Road map for the next year.

Within the Executive Committee, Mousser JERBI, Executive Director and Chief Operating Officer, promotes the company's CSR strategy and works with the CSR Officer, Myriam SANHAJI, to ensure that the CSR policy is fully considered in the company's transformation and expansion, particularly as it affects all the divisions and business lines, and not only the Human Resources Division.

CSR GOVERNANCE 2018 Involvement at all levels



During 2018, the Executive Committee met nine times to:

- ① Kick off the implementation Planning of the **CSR road map 2018** according to the strategy and the budget
- ② Validate the publication of the **CSR report 2017** and the road trip agenda for annual CSR event by country
- ③ Signature of the **United Nation Global Compact Pact** to support its underlined 17 sustainable development goals
- ④ Kick Off the **EcoVadis certification 2018** and the compliance with its basics at all levels
- ⑤ Analyze the result of the **CSR Survey 2018** including improvement suggestions
- ⑥ Approve **priority of initiatives for 2019** with accent on merging VERMEG and Ex Lombard CSR strategy and harmonizing practices
- ⑦ Approve the governance including new regions and its impact on the **CSR structure 2019** within the whole group
- ⑧ Approval of the **CSR budget 2019**
- ⑨ Validate the appointment of the **new CSR ambassadors** who applied for 2019

As described above, the CSR governance was adjusted end of 2018 to integrate, additionally to EUROPE and MEA regions, the news regions where VERMEG Group has now offices: NORTH AMERICA, LATIN AMERICA, UNTIED KINGDOM and ASIA PACIFIC.

EXTENDED NEW CSR GOVERNANCE FROM 2019

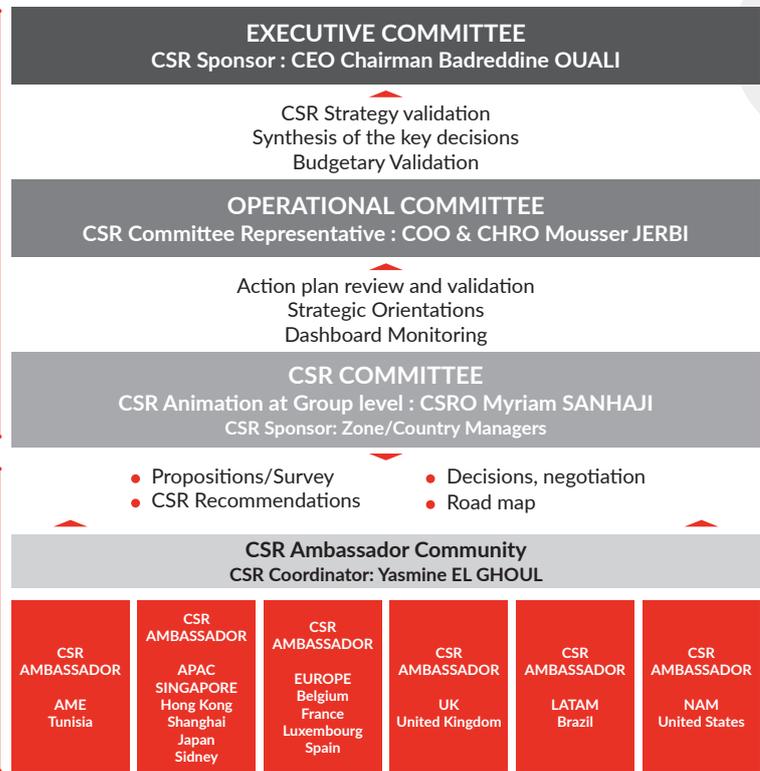
The CSR Ambassador's Mission

- Supervised by the Zone/ Country Manager
- Proposes ideas / recommendations to implement locally the CSR strategy according to the 3 initiative held by the CSR challenge and reinforced by the annual surveys (zero carbon, equality of opportunity, art & cultural development)
- Insures the implementation of the actions held in the country
- Insures the communication / mobilization of the collaborators in the country
- Participates in 2 or 3 working meetings monthly with CSR Director to mentor and coordinate the CSR communication of the group
- Participates to writing of the CSR report workshops, and other CSR Policies
- Men Days estimated: equivalent to 1-2 day per month

CSR Committee Quarterly
 (CEO, COO, Zone/Country Managers, CHRO, CFO, CTO, CSMO)

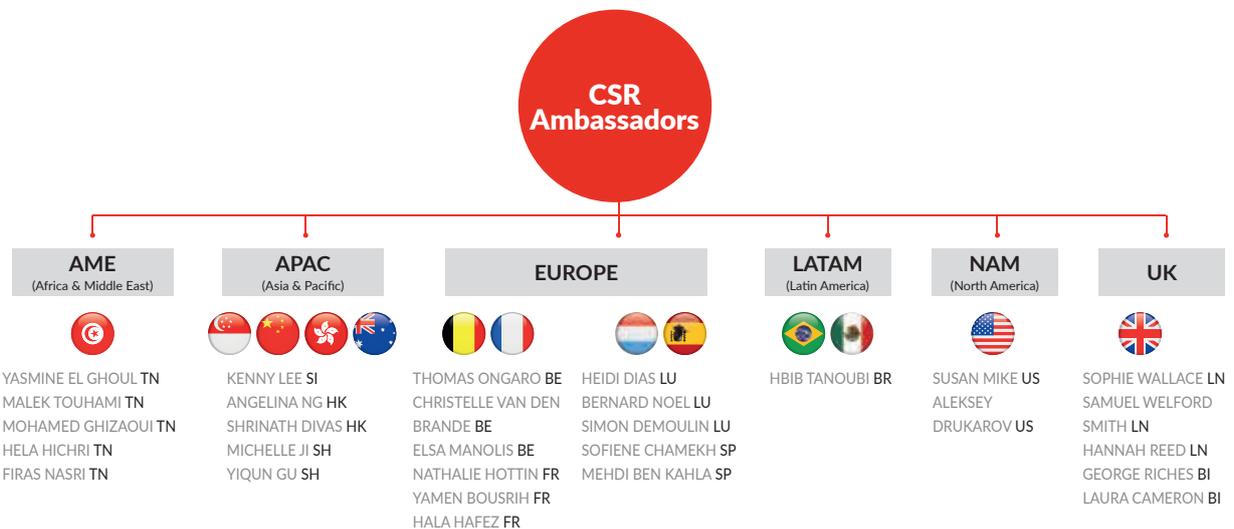
Ambassadors Meeting Bi-Monthly

CSR Governance



The target CSR Team members, according to the applications for 2019 by regions, may increase the active CSR community to reach around 30 people.

TARGET CSR TEAM STARTING FROM 2019



In addition to the governance above, the Board of Directors has already organized its functions to ensure a level of control over its sustainable development:

- The function of Chairman that have been separated from that of Chief Executive Officer had been merged end of 2018 to give Badreddine OUALI, thanks to the support of his Vice Chairman Marwan HANIFEH, the full latitude to continue developing the CSR strategy and make it fully embedded within his business growth strategy.
- The composition of the Board targets a balance of experience, competence and independence. Indeed, on the one hand the competence, the experience of the financial world and the management of large companies, and on the other, the acute knowledge of global geopolitical issues with Serge DEGALLAIX - Senior Official Ambassador and also Executive Director of "Fondation Tunisie pour le Development" (a NGO who aims to promote and advance economic and social development through partnerships and direct action in the following issue areas: youth unemployment, regional disparity, gender inequality, and access to health care and cultural activities), - attests to the concern given by Group executives to engage the company on a long-term basis with stakeholders.

⋮ **TARGET 2** SPREADING ETHIC SPIRIT TO ALL STAKEHOLDERS

With its 3 strong values, and above all its Authenticity value (integrity, morality, sincerity), VERMEG has always been a good example in terms of ethics, both through its practices and its employees, but also in the choice of its customers, suppliers and partners.

Being said, this did not prevent to launch in July 2018 of a transversal project for the formalization and the harmonization of all the practices at the group level. This urgency resulted from:

- The acquisition of Lombard and the integration of new geographical areas with existing local policies by country
- The evolution of international standards in terms of ethical conduct and their convergences towards global standards
- The EcoVadis 2018 certification, which reinforces the emphasis on this requirement of formalism and communication
- The expectation of employees regarding more transparency and awareness, to improve their security feeling and their adhesion

ACHIEVEMENTS DURING 2018

- The CSR Policies Manual, which centralizes in a unique document the CSR Charter of the group (incorporating the 10 UNGP universal principles, as a kind of high level Constitution), and all the resulting policies including the Ethics Policy.
- The emphasis on Ethics policy as a code of conduct not only for VERMEG staff and management, but also for all its external stakeholders (Customers, supplier partners)
- The clarification of the process of reporting to the CSR Committee of any Ethic incident / alert through its hotline email (empowered@VERMEG.com) accessible to the CSR Officer (responsible for CSR compliance among other ethics), but also to the CHRO, the COO, THE CISO and the CEO.

COMPLEMENTARY ACTIONS IN 2019

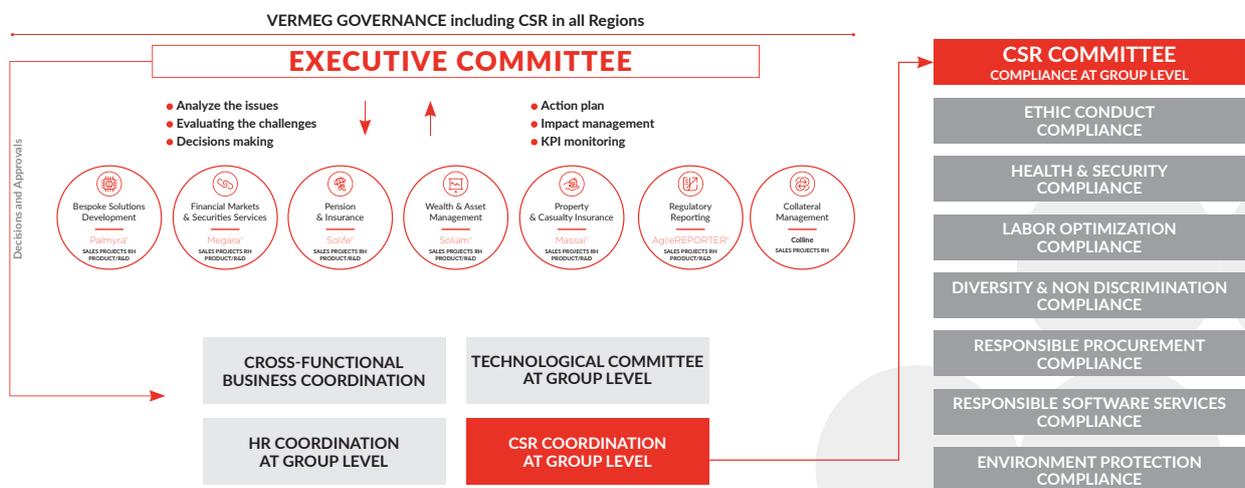
- Redaction of complementary Rules documents to clarify, only when required, the procedure for some Ethic issues mentioned in the Policy: for example, the policy rules document for Whistleblowing to explain how to report any incident/alert including Ethic ones, and the escalation from the management and/or HR to the hotline of the CSR Committee that guarantee confidentiality.
- Signature of the CSR policy Manual by All VERMEG Top management and employees
- Publication and communication of CSR policy Manual and all the relating Policy Rules documents internally and externally to spread the compliance spirit
- Sending the “Ethic Policy as Code of Conduct” for signature to external stakeholders including partners and all providers.

TARGET 3 STAFF PROTECTION

As VERMEG is present in countries where staff protection levels are different, the group is committed to apply the international standards in all its subsidiaries. The following actions are in course to reduce the potential gaps:

- Equity in labor rights even where it's not mandatory by local regulations (i.e. generalize flexibility Policy to the whole group, extending paid sick leave in Tunisia where only 3 days are covered by local social security, etc.)
- Generalizing advantages and reducing payroll gaps taking into consideration the purchase power in each country (i.e. Extra cost engaged even not mandatory such as additional private health insurance for complementary coverage, international health insurance, supplementary pension contribution, etc.)
- Implementation in the internal systems (HR system, Time Sheet and project monitoring system, etc.) of all the process to be able to have KPI and dashboard to monitor improvements and risks (such as sick leaves, work accidents, functional diseases, extra time work, worked weekends, CSR alerts, etc.)
- Selecting an Anonymous Whistleblowing Platform as Hotline to protect identity of the informers
- Reinforcing the compliance control of the CSR committee through its ambassadors in each subsidiary, as described in the governance section (including Health and Safety compliance, etc.).

CSR COMPLIANCE FOR EMPLOYEE PROTECTION



CSR IN GOVERNANCE ASSESSMENT

2018 STRENGTHS

INCORPORATE CSR INTO DECISION-MAKING		
<p>+250</p> <p>Number of the new CSR improvement Proposals collected through the CSR Survey or directly by the ambassadors</p>	<p>+70%</p> <p>Achievement rate of CSR actions validated in the road map</p>	<p>+530</p> <p>Man-Days of CSR team Workload Involving around 30 Staff with full- or part-time , from top management to junior members</p>
ETHICS		STAFF PROTECTION
<p>Adoption of A CSR Policy Manual including an Ethical policy as Code of Conduct for the whole group that will be published and signed in 2019 by top Management, employees, provider and partners, etc</p>		<p>Exceptional pay raise and retention plan to reduce compensation gap between countries, especially those were exchange devaluation is huge with high impact on purchase power</p>

2018 AREAS OF PROGRESS

INCORPORATE CSR INTO DECISION-MAKING	
<p>>20</p> <p>Of staff voluntarily participating in a CSR activity Of VERMEG or Other, with the CSR Challenge engaging over 50%</p>	<p>>200</p> <p>Man-Days of Volunteering, whilst the targeted rate, taking into consideration the half day of volunteering provided by VERMEG to every staff member, is over than too 500 man-days</p>
ETHICS	STAFF PROTECTION
<p>Process for managing the ethics policy to be formalized in the internal system in order to provide indicators on ethical failings or breaches and the Number of cases handled or rejected</p>	<p>Indicators on occupational accidents and illnesses, as well as the weekends and evenings worked in certain countries, still to be formalized in the internal system</p>



Minimizing our environmental impact

Although its environmental impact is naturally low due to the primarily intellectual nature of its services, VERMEG continue carrying out an annual carbon assessment to measure its Greenhouse Gas (GHG) emissions over its financial year and constantly questions its working methods to reduce the environmental footprint of all its activities and limit waste. This annual exercise still allows to identify new areas of improvement to dig .

ENVIRONMENT POLICY 5 PRINCIPLES

- ① **Environmental Governance** to fulfill all national and international environment compliance obligations, including Iso14001 environmental management system, Iso14064_3 Greenhouse gases, etc.
- ② **Carbon Neutral Program** to reduce the environmental footprint of all its activities and operations especially regarding key resources
- ③ **Sustainable Consumption and purchase policy** against overconsumption and wasting habits , giving preference to services and products with low impact on environment and equipment with higher life cycle
- ④ **Waste management campaign** in all countries for waste Minimization , waste Reuse And waste Recycling
- ⑤ **Green IT approach** for its products and services to drive direct and indirect reduction of environmental and climate impact

TARGET 4 ENERGY, CLIMATE AND RESOURCES PROTECTION

Following the initial carbon assessment, measures were decided, as requested by all VERMEG staff within the CSR Challenge to target the Carbon Neutral.

These measures were taken immediately as described the previous report, and of course continued and reinforced in 2018:

- Formalize an Environmental Policy within VERMEG's CSR Policies Hand Book for the whole group
- Increase shuttle buses from 5 to 9 for Tunis office to limit the emissions from staff home/work travel. In fact, following analysis of the journeys made by staff with little access to public transport, additional meeting points were created in the staff's main residential areas to enable them to travel together
- VERMEG's Executive Committee decided to reduce diesel cars and replace company cars exclusively with electric or hybrid vehicles if possible in the countries where VERMEG operates. In Brussels, 9 diesel cars were replaced by 6 gasoline and 3 by hybrid vehicles. In Luxembourg 8 diesel cars were replaced by gasoline ones.
- Promotion of car-sharing although not mandatory, the pooling of transport methods is widely recommended in communication campaigns, particularly in Tunis where home/work journeys are long
- Provision of quality video conference tools on all sites and in several meeting rooms, making it possible to limit air travel. The number of video Conference in Tunisia offices doubled from 9 to 18 equipped rooms.
- Generalizing to all employees the use of telecommunication software (such us Skype Enterprise, Teams, etc.) and optimizing the network usage though high-tech solutions (such us Cisco WebEx)
- Systematic detection of refrigerant leaks when doubt remains as these gases have a major impact in terms of GHG (greenhouse gases). A reduction from 90 to 37 was realized in Tunisia offices.
- Extension of the waste-reduction program already implemented in Europe also in Tunisia where no regulation and no collection services are operated by the local authorities.

SUB TARGET 4.1 Waste-reduction program

Waste-reduction program continues in 2018

- **New Waste sorting and collection** in Tunisia through partnership with a local private company for collecting and recycling wastes as already done in Europe offices.
- Waste management **campaign through awareness sessions** animated by external specialists, such as Else in VERMEG France.
- Increased use of **re-manufactured consumables**
- Recycling **coffee pods** in Europe
- Collecting plastic bottle lids in Tunisia to benefit the disabled charity Amel
- Collecting for recycling **computers and ink cartridges**
- **Saving paper** by modernizing the printers and switching to double-sided printing by default on the printing systems
- **Green electronic signature** encouraging recipients not to print the messages
- Destroying and recycling «**paper**» documents
- Reducing paperwork in countries with supporting more **electronic versions** (e.g. extending electronic pays lips already implemented in Tunis to France)
- **IT and general donation policy**, extended to the entire Group from January 2018.

In Luxembourg, expiring PCs are systematically resold to employees by the delegation for symbolic prices, while in Tunisia more than 85 PC were donated to students NGO and schools. The remaining stocks were kept for new working students integration VERMEG in 2019

SUB TARGET 4.2 Carbon reduction program

A third carbon assessment was carried out for 2018, with the same measurement scope than previous year. The initial approach (limited to considering «business travel», «energy and electricity usage on the sites» and «refrigerant leaks») was adopted again for the 2018 financial year excluding home/work travel and paper usage.

A number of corrections were also made to 2017 (Tunisia energy, Tunisia business travel, etc.) to enable the comparison to the ISO scope. This exceptional corrective measure for the second year, was approved again to maximize the transparency and reliability of carbon assessments, given that the move towards a more mature system will remove the need to correct previous assessments.

The third carbon assessment measured the impact of the action taken in 2018 and the progress still to be made in the future as the reduction of 8% per year as indicated in the objective was not reached.



2018 CARBON ASSESSMENT – Trend Evolution

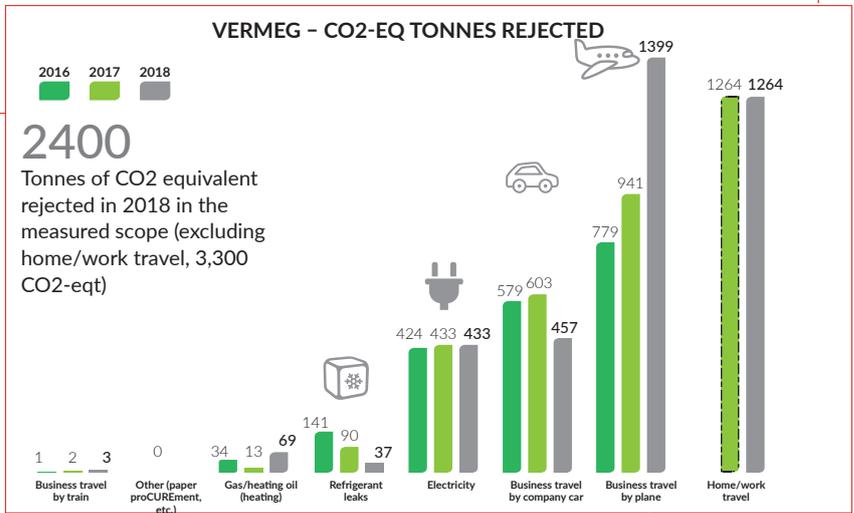
Breakdown of total VERMEG greenhouse gas emissions

THE RESULTS - 2018



Conclusions of the Carbon Assessment - 2018

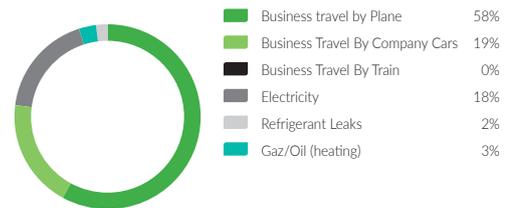
- Stable emissions on legal scope* around 540 Teq CO2 in 2017 and 2018.
- 77% of emissions are generated by business travel resulting from new clients in a new far region (Latin America).
- 15% increase in emissions in the global scope** for an estimated total of 2,400 Teq CO2 in 2018. This increase is entirely due to the increase in the use of air transport for clients in new regions (Brazil, Mexico and Thailand) .



BY SOURCE

- Compensation of the increase of Luxembourg energy emissions in the new building by a decrease in Tunisia where fluid leaks are reduced from 90 to 37 Teq CO2.
- Emissions generated from business travel by company cars are reduced from 603 to 457 Teq CO2.
- Emissions by plane travel remain the first source, representing 58% in 2018 against 45% in 2017.

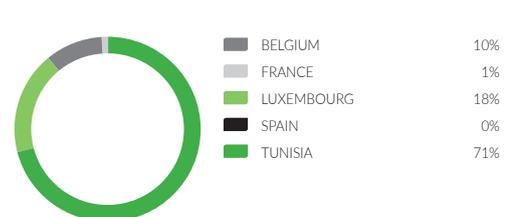
Total emissions in CO2-eq tonnes By Source EMEA 2397



BY COUNTRY

- The proportions of direct emissions generated by heating and the use of electricity on the various sites are shown in the following graph. The differences can be explained by the country's heating methods and energy mix.
- France and Tunisia use only electricity (including for heating) but France "enjoys" a CO2-low energy mix whilst Tunisia has a more «disadvantageous» energy mix.
- In Belgium and Luxembourg, the use of fossil fuels penalizes the Carbon Assessment especially for Luxembourg where Fossil fuel heating reached 79% of the total due to the move in the new building early 2018.

% Direct and Indirect energy emissions By Country



Direct and Indirect energy-related emissions in CO2-TEQ EMEA 539

* Legal scope = emissions associated with fossil fuel combustion to heat premises (fuel oil, gas), electrical consumption of buildings and leaks of refrigerants from cold units
 ** Overall scope = legal scope + emissions associated with professional transport (plane, train, car), excluding commuting home-work travel



To conclude, the Carbon Intensity of the group, that are also measured every year , shows:

- A stabilization around 10 CO₂-eqt for the Intensity versus Revenue on the legal scope (Direct and Indirect emissions)

TOTAL CARBON		FY16	FY17	FY18
Intensity versus Revenue	EMEA	36.94	37.90	45.31
Intensity versus Workforce	EMEA	3.03	3.03	3.02

- A Decrease of 13% to reach 0.68 CO₂-eqt for the Intensity versus Workforce on the legal scope, and a stabilization around 3 CO₂-eqt Intensity versus Workforce on the Total scope.

DIRECT INDIRECT CARBON		FY16	FY17	FY18
Intensity versus Revenue	EMEA	10.92	9.76	10.19
Intensity versus Workforce	EMEA	0.71	0.78	0.68

These key indicators will serve as a yearly reference to monitor the improvement for the group Carbon impact.



There is clearly a stabilization of emissions in the «legal» perimeter around 540 Teq CO₂. This situation is however not representative of a status quo, as we clearly note that the improvement actions undertaken in Tunisia have led to a significant reduction in emissions compared to 2017. On the global scope the increase is entirely due to the increase in the use of air transport. From a methodological point of view, the quality of the data collected is improving thanks to the setting up of a process for the collection of indicators; however, the standardization work of extra-financial accounting must continue to reduce the uncertainty remaining on the quality of travel, yet the group’s first issue».

Jean-Luc Dothée, Vertuel Director, CSR Board

SUB TARGET 4.3 Home/Work Travel Reduction

The home work travels, remain monitored even out of the carbon assessment scope, in order to reduce their impact. The analysis is done based on a Survey communicated to all the subsidiaries to compare local practices.

- The next Survey for home work travel will be launched in 2019 for the whole group to include new regions.
- For 2018 we kept the result and the conclusions of the Survey 2017, as the scope remain similar and the situation almost the same in the EMEA region. Below the main statements:
 - 388 staff members completed the VERMEG Group’s first home/work online survey, which represents 57% of the workforce.
 - Almost 5 MILLION KM have been estimated following this study, with very different practices between the countries (e.g. 78% car travel in Tunis, 85% public transport in Paris).

HOME/WORK TRAVEL IN KM				
PARIS	LUXEMBOURG	BRUSSELS	TUNIS	GROUP
352 473	548 290	297 193	3 621 557	4 819 514

- o The analysis of home/work travel result and the qualitative feedbacks from users, who were asked to suggest solutions to reduce the commute, identified 3 mains expectations:
 - ① The importance of developing car-sharing, particularly in Tunisia where the volume of rotations at midday makes it necessary to find solutions encouraging the staff to lunch around the worksites in Tunis and proposing food corner inside VERMEG premises.
 - ② Promoting teleworking especially in countries where people live far such as Brussels and Luxembourg, and in other countries where public transport system is very weak such as Tunisia.
 - ③ Incentives to use common transport also in Bruxelles and Luxembourg as already done in France (subsidize the monthly subscription Navigo) and in Tunisia («VERMEG Bus” initiative in Tunisia remains very popular and the number of shuttles was almost doubled in 2018) .

SUB TARGET 4.4 Carbon compensation program

VERMEG wants to do more to reduce its impacts, so it considered launching initiatives to counterbalance its CO2 emissions by planting trees.

With the aim of achieving zero environmental impact from 2020, some planting operations were already started around the city of Tunis following the first carbon assessment, and similar one conducted again in 2018.



Planting parks as part of “Mécénat Vert”, a tripartite program launched by the Tunisian Environment Ministry with local authorities and companies to revitalize the urban parks that can no longer be maintained by the state. Each company pledges to manage two parks for three years, the first near the VERMEG registered office in Le Lac1 business district and the second in a disadvantaged residential area in the Kram, opposite to Le Lac 3 district. For the two parks, VERMEG engaged its staff and specialist charities such as Gaia care farm and Acacias for All. Furthermore, beginning 2018, VERMEG engaged a landscape company that takes in charge the maintenance services and organize planting days.



Forest planting operation, “Green Boots”, launched by the NGO “Tunisian Association for Communication and Technology (TACT), of which VERMEG is a founder member, to fight against deforestation. The second operation “Green Boots 2”, involving the staff of more than 8 companies, consisted of planting 1,000 trees in Sejnane forest in the region of Bizerte, which was devastated few years ago.

2018 CARBON ASSESSMENT – Trend Evolution
Breakdown of total VERMEG greenhouse gas emissions

The generalization of the CO2 emission compensation scheme for tree plantations remain a high priority point in the VERMEG road map, with the strengthening of various partnerships in Europe and elsewhere in the world (among others the partnership already initiated with the association Acacia for All whose mission is to plant 1 million trees in southern Tunisia to combat desertification).

The action plan was postponed, following the acquisition of Lombard Risk to be able to propose a global one including the new regions during 2019.

“

Aware that the effort to reduce our greenhouse gases will not be able to reduce our impact to 100%, we already initiated our first compensation actions with the aim of structuring a Compensation approach and a plan which covers all the countries where its subsidiaries are located”

Christelle VAN DEN BRANDE, CSR Ambassador Belgium

Challenge
3

Being a leading, responsible and attractive employer

Because the quality of our products and added value of our services depends primarily on our staff, our competitiveness and brand image are closely linked to our responsibility as an employer.

We decided collectively to meet the following social challenges with actions and results already demonstrating our concrete commitments in the following four areas:

- Occupational wellbeing
- Quality of positions offered to staff
- Non-discrimination and diversity
- Fair value sharing

Early 2018, the staffing of our Human Capital team where strengthened as recommended through the Beyond transformation project, to be able to meet this high challenge not only in Europe Middle East and Africa regions, but also in the new ones

TARGET 5 OCCUPATIONAL WELLBEING

Throughout 2018 VERMEG group continued its action to ensure that every VERMEG staff member, in every country, is given working conditions enabling them to be happy and fulfilled in the performance of their duties. For VERMEG's leaders, staff wellbeing in their day-to-day roles is the best guarantee of bringing clients quality products and services.

2018 STRENGTHS



2018 AREAS FOR IMPROVEMENT

OCCUPATIONAL WELLBEING	
Information on the number of occupational illnesses unavailable as deemed confidential by HR (cf. List of recognized occupational illnesses by country)	Information on the number of evenings and weekends worked in certain countries unavailable as processed outside the information system

SUB TARGET 5.1 Better workspace

During 2018, beside continue refining all VERMEG existing workplaces, a plan was launched with the focus on 2 essential priorities:

- 1 The optimization of the premises in the new countries according to the standards already applied in the EMEA region:
 - Good situation in the best business centers, close to the major roads
 - Easy access by several means of transport
 - Large airy working area offering optimized working conditions
 - Workstations with ergonomic chairs and light, high-performance laptops
 - Close to quality food restaurants and cafés
 - Access to a canteen and cafeteria within the building shared with other companies when possible
 - Sociable break, relaxation and dining areas with modern and ergonomic furniture

- Various entertainment in the break area such as bike desk, pool table, baby foot, video game consoles, Chess table, etc.
- Green out door space when possible
- Big plants and green decoration through vegetate frames and plants walls

② The Extension of working areas in Tunis where a fourth building Malarene, in Les Berges du Lac close to the 3 other buildings Biwa, Neuchatel and Constance, was operational with over than 200 workspaces and a huge outdoor green space



Paris



Tunis Malarene



Tunis Malarene



Paris



Tunis Constance



Tunis Biwa



Luxembourg



Tunis Malarene



Tunis Constance



Bruxelles



Bruxelles

Additionally, to the harmonization of the new office (London, Birmingham, New York, Madrid, Hong Kong, Singapore and Shanghai) as described above, a second action plan was launched end of the year with effective date mid2019, taking into consideration the following decisions:

- Moving two old offices (London, Shanghai) of Ex Lombard Risk to new buildings
- Extending the offices in Tunisia by adding two new building to be able to support the group growth: one in Tunis capital in the new business area of Lac II and the other one in more decentralized area around the touristic city of Sousse where quality of life is better than the capital one.



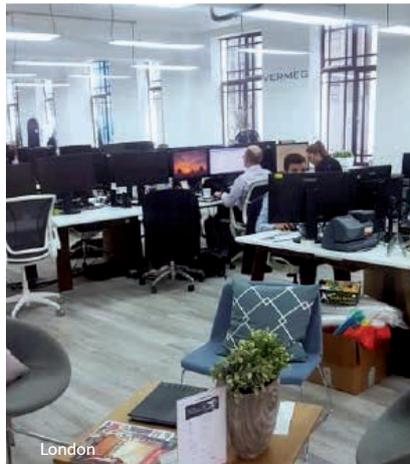
Shanghai



London



Shanghai



London



Sousse



Shanghai



Shanghai reading corner

SUB TARGET 5.2 MULTIPLYING WELFARE INITIATIVES

As well as improving the working environment, and because it is always aiming to increase staff wellbeing, VERMEG continues also supporting and generalizing to new offices, several initiatives launched the previous years:

- Availability of organic fruit baskets in large working and relaxation areas on all sites
- Regularly hosting sales of organic and fair-trade products on the premises, including small businesses from disadvantaged areas as well as companies employing disabled workers or people reentering the job market
- Sponsoring some employees to organize sales booths in VERMEG premises but also in external fair events to promote their handmade works (painting, artisan jewelry and accessories, etc.) As part of VERMEG Got Talent program
- Giving the staff symbolic and usually fair-trade gifts on various occasions (organic product selection from Gaia care farm with personalized packaging and card in VERMEG Tunisia, homemade chocolate for Men day celebration in Luxembourg, rose gift for all VERMEG Women during International women day, local handmade artifact for end of the year gifts and foreigners visiting VERMEG premises, etc.)
- Encouraging birthday celebration, such us All anniversaries of the month day in VERMEG Brussels or the birthday parties by team's members in the open spaces in VERMEG Tunis, etc.
- Providing grinding grain machines or filter coffee machine for those who do not want to use coffee pods for healthy reasons
- Sponsoring 50% of the prices of all the drinks and food dispensers with target to develop new partnerships to add more healthy products starting from next year
- Encouraging socialization and entertainment activities (breakfasts, cocktail parties, outings, after-work drinks, cultural show, games parties such us bowling game and "pétanque" game, etc.)
- Organizing on-site events during special occasions, including sometimes family members (Saint Nicholas celebration during Christmas in Brussels, National Day of Traditional clothes in Tunisia, World Cup match display, etc.)
- Allocating multiple Budgets for Team Building, to boost and diversify extra professional activities proposed by the Management, the Country Managers and the Work Councils (retreat WE or day with special animation and dynamic games, cooking courses, painting workshop, etc).



SUB TARGET 5.3 PROMOTE HEALTHY PHYSICAL ACTIVITIES

Similarly, to encourage employees increasing their physical activities and enhance their work life balance, VERMEG supports and finances several sports through works councils. It also participates in sports events proposed by the CSR ambassadors to support various causes.

During 2018 the sports-related initiatives started the previous years are maintained and reinforced:

- Sponsorship of sports committee to propose various activities according to employee expectations
- Participation in the Business League football tournaments, both in Tunisia and Morocco
- Participation in the third edition of the TACT Champions League Football Tournament, for the member companies of the ICT association
- Various intra-company sports tournaments such as Padel for women and still Foot for men
- Sponsoring of 50% sports subscriptions in various sports clubs around VERMEG offices. This encouragement boosts the sport at lunch time or after work in Tunisia where the number of subscribers reached around 130 in 2018, but also in Paris and Luxembourg where it exceeded 10.
- Punctual sessions of Yoga and anti-stress in the premises of VERMEG
- Financing the participation of employees in foot races whose revenues are donated to NGOs such as the Smart Run in Luxembourg and "Les Foulées de Megara" semi marathon in Tunisia
- Sponsoring of 50% of membership in Hiking group "Association Tunisienne des Randonneurs", to encourage discovering natural sites, camping in virgin beaches, mountains or lac areas, climbing hills, aquatic walking, etc.



As expectations relating occupational wellbeing evolve constantly, VERMEG continues to listen to the staff suggestions through bimonthly meetings with the ambassadors, CSR annual survey and also meetings with each country's Works Council members, to develop new original initiatives for the next years.

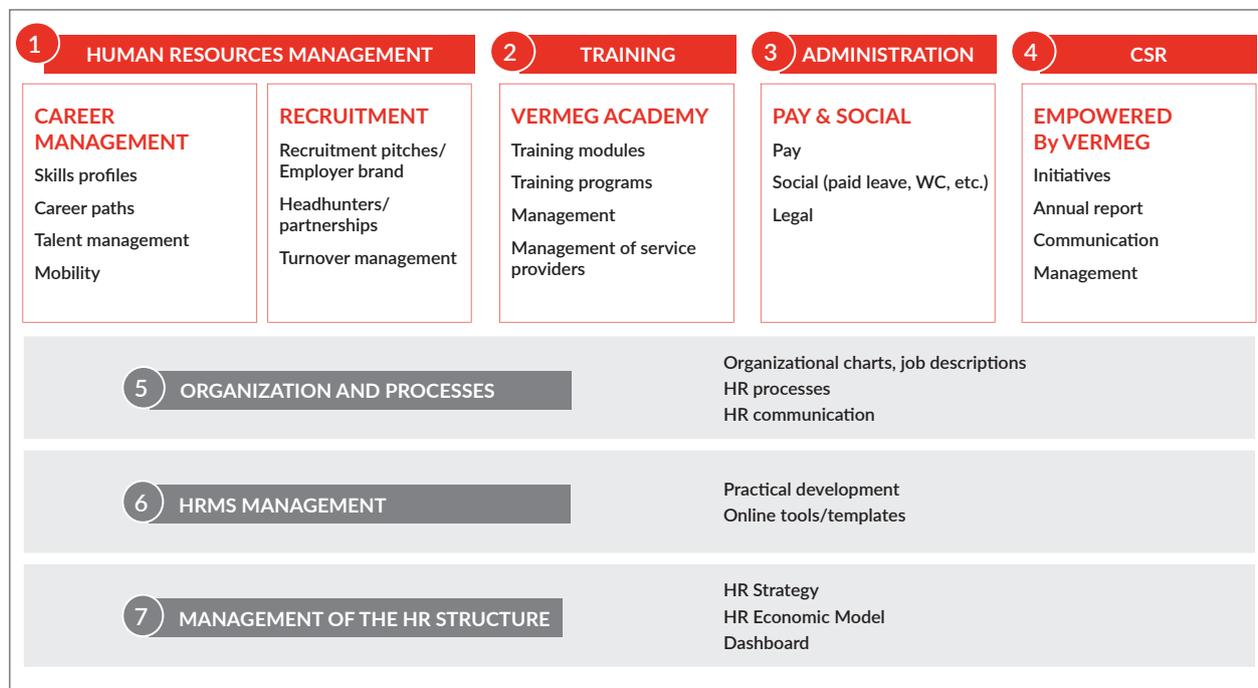
TARGET 6 EMPLOYMENT QUALITY

The previous year, the executive Committee headed by the CEO of VERMEG, emphasized the importance of deploying new efforts in each country to better manage teams, rise talent, value and share experiences, increase efforts of training and thus deploy a responsible managerial model ensuring the development of each employee in his position. Therefore, VERMEG made significant efforts to integrate the performance of the Human Resources function as a key success lever for VERMEG's transformation.

SUB TARGET 6.1 CONSOLIDATION OF THE HR STRUCTURE

The new global Human Resources structure approved by the Executive Committee, with the appointment of a single Group Head overseeing global manager in each skills area, was operational early 2018.

FUNCTIONS CONSOLIDATED AROUND THE HR STRUCTURE Four main functions and three cross-disciplinary functions



A Group HR Committee was launched, chaired by the CEO and led by the Chief Human Officer, to monitor the VERMEG's HR transformation. Furthermore, HR correspondents in the business lines were designated, and the HR function managers' report on the progress of their work to these correspondents regularly.

During 2018, the new structure made it possible to take steps to:

- Better integration of employees upon their arrival in the company with the WELCOME program: it is during the embedding of newcomers that the company's DNA is communicated and the expectation of having employees empathic, tolerant, assertive with a broad cultural openness.
- Define attractive development opportunities with progressive career paths tailored to the position
- Define the requirements of key company positions in terms of responsibilities, expected results and necessary skills
- Make Group practices consistent between the countries and business lines, in order to offer the same level and quality of positions according to skills and performance, irrespective of the project or roles
- Clarify the need for joint training and training specific to each business line
- Organize occasional coaching sessions on VERMEG premises (anti-stress, crisis management, etc.)
- Train the staff for advanced positions either in expertise or management, such as, consultant, project manager and manager
- Structure mobility programs between the business lines, but also internationally to enlarge the staff's horizons
- Establishing a global HR dashboard for the whole group to better monitor the risks and opportunities. This was possible thanks to the generalization of the same HR System, HR Access, to all the countries by migrating and stopping specific ones (People Soft in UK and US, Sage Payroll in Tunisia, etc.). The publication and access to the first version of this dashboard, and the automation are targeted first semester 2019.

Thanks to these actions, the departure rate decreased in 2018 versus 2017 in all the European countries and VERMEG's position remains, despite the high turnover in ICT sector, amongst the companies with the better retention rate in Tunisia.

TURNOVER		FY16	FY17	FY18
Regretted Attrition rate	BELGIUM	4.0%	9.8%	2.1%
	FRANCE	8.0%	10.0%	6.3%
	LUXEMBOURG	19.0%	17.1%	11.3%
	SPAIN	-	-	-
	TUNISIA	20.0%	18.4%	26.3%

Furthermore, staff commitment, which has always been vital to VERMEG's success, remains a key strength that boosts its attractiveness to job applicants despite a very competitive environment due to the brain drain that touch all the ICT industry worldwide. Therefore recruitment increase in 2018 reached 82% versus 2017 and equivalent trend is targeted for the next years.

To support this growth a project was launched to implement a Centralize recruitment platform for the whole group. This platform will be accessible for HR members and managers from all the countries early 2019.

Besides, two new improvements relating to the recruitment were obvious during 2018:

- First improvement, **the attractivity of VERMEG for experienced candidates** versus junior ones, with a substantial growth in the recruitment number of confirmed and seniors profile.

EMPLOYMENT ATTRACTIVENESS		FY16	FY17	FY18
Recruitment over the period	GLOBAL	94	181	330
% Recruitment by age range	Senior recruitment >55	2%	0%	2%
	Recruitment between 25 and 55	49%	62%	82%
	Young recruitment =<25 & first-time job	49%	34%	16%

- Second improvement, **better stability of new recruits**, also in Tunisia where volatility in ICT sector is very high.

RECRUITMENT STABILITY		FY16	FY17	FY18
Rate of stability (Total recruits over the period still present/total recruits over the period)	GLOBAL	94%	84%	87%
	BELGIUM	100%	67%	60%
	FRANCE	100%	78%	100%
	LUXEMBOURG	100%	100%	67%
	SPAIN	-	100%	50%
	TUNISIA	92%	84%	91%

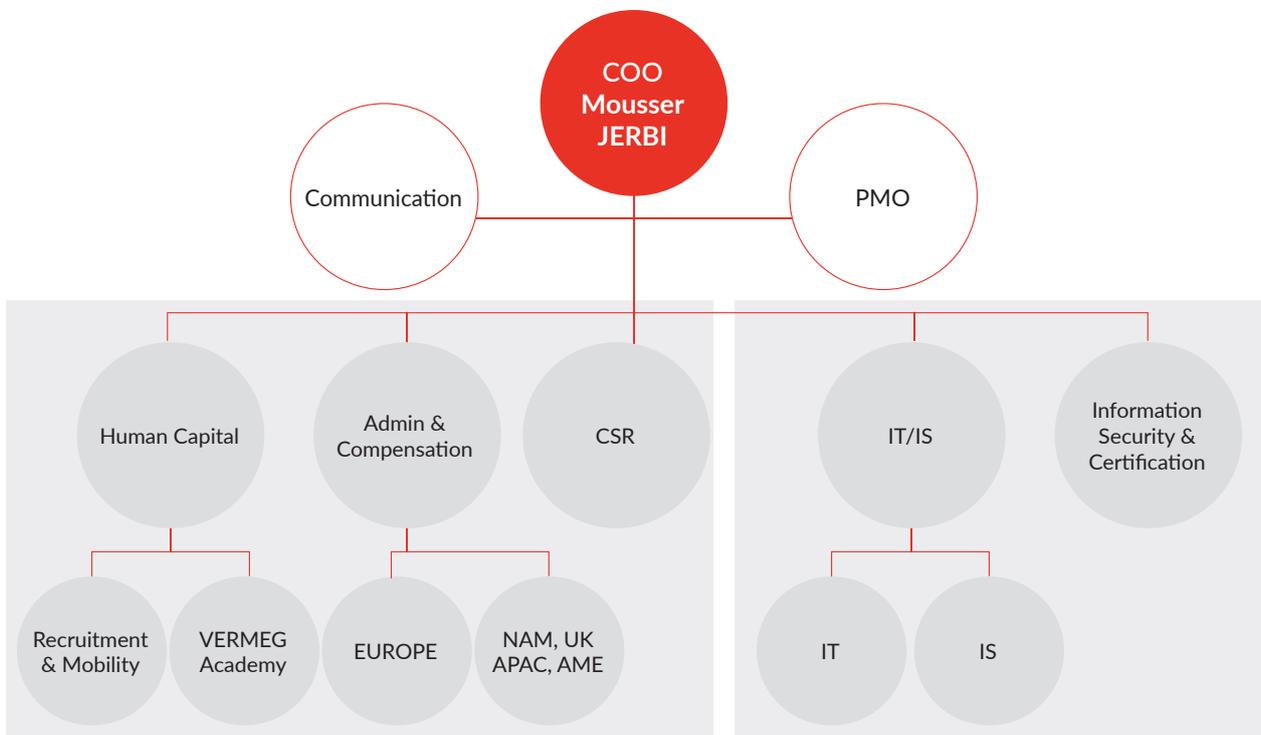
In a meanwhile, to fight against the brain drain, especially in the least developed countries, the HR team conducted many studies and benchmarks in 2018 to analyses with the management the reasons and propose solutions. New initiatives were validated in Tunisia with focus on the expectations of each target employees to meet the challenge of fair share value described in the section below.

To consolidate all this structural effort, more new adjustments on the HR organization was validated end of 2018 to:

- Integrate the human resources as a part of Operations transversal structure taking into consideration the cruciality of the HR in VERMEG business
- Separate totally between Human Capital management and Administrative HR management as two main HR directions, in order to allow each one focusing on its huge challenges resulting from to the integration of the new regions and optimizing the HR process on the group global level.
- Include the VERMEG Academy as a part of the Human Capital management and no more a separate training center, due to the crucial role this entity plays in the carrier development plans, the succession plans and the knowledge transfer plans.

Open positions where of course identified to reinforce the current HR team, but also to strengthen its management by creating 2 new directors positions instead of managers ones, reporting directly to the group COO Mousser JERBI, acting also as the group CHO among the Executive committee. Theses HR opens positions will be filled early 2019.

HR TARGET ORGANIZATION WITHIN OPERATIONS IN 2019



SUB TARGET 6.2 A STRONG COMMITMENT TO STAFF TRAINING

VERMEG continue during 2018 maintaining a strong commitment to training. It remains an essential resource to adapt to transformations, develop skills, facilitate professional development for our staff and so contribute to a more efficient company.

Therefore, Group provided a significant amount of training within the VERMEG Academy to advance all company staff according to their needs. The training main objectives are:

- Successfully induct new recruits (welcome and integration)
- Train the teams in project management and service management (consulting soft skills)
- Increase the business expertise of project teams (banking, insurance, digital transformation, etc.)
- Train internal instructors, coaches and mentors to leverage training capacities.

To ensure the success of the action plans decided collectively, innovative training courses were launched in the first quarter of 2018, and the VERMEG Academy strengthens its offer by deploying innovative training methods: e-learning, MOOC, virtual classrooms, and quiz.

TRAINING VOLUME		FY16	FY17	FY18
Training Cost External & Internal VERMEG Academy	EMEA	313 340 €	520 580 €	632 239 €
Number of days training	EMEA	4 541	6 663	10 182
Average days training per person	EMEA	7	10	13.7
	BELGIUM	2.5	2.2	2.6
	FRANCE	1.3	3.8	1.4
	LUXEMBOURG	1.7	2.8	0.3

Among the main achievement of VERMEG academy during 2018:

- New Joiner Integration Program: A 2 day's integration sessions were organized each month in a hotel with an average attendance of more than 25 persons. Animation of the sessions were done by VERMEG academy members, but also by experts and managers from the business lines.
- Train the Trainers Programs: workshop sessions for all seniors and experts involved in internal trainings
- The Consultant program: Launched in all the offices by HeadLink Partners, to harmonize and strengthen consulting soft skills levels according to the international standards and the client's high expectations.
- The manager Coach Program: The quality of management is a major lever for employee success, motivation and commitment in VERMEG. For this reason, the group positions the manager as the company's first HR contact and representative of the Group's Human Resources policy. As such, in July 2017, the Group rolled out a collective intelligence seminar with its senior executives to jointly define the objectives of VERMEG's transformation, and how to support the transformation of managerial postures towards more entrepreneurship, transversally and promoting talents and diversity. The first experimental seminar, after getting the adhesion of the participants (mix of director and managers), were proposed on a larger scale in 2018 to take stock of the transformation and ensure the implementation of these good practices over time. This seminar was followed by complementary individual coaching program by external experts in leadership development (duration between 6 and 12 months).
- Reinforcement of the languages programs: According to the group expansion in 2018, new programs were launched in English as requested by NAM and APAC regions (partnership with Berlitz) and in Spanish and Portuguese as requested by LATAM countries (a partnership with Cervantes).
- Introducing Learning platforms: To enlarge its offer and promote online training, VERMEG Academy included in its catalogue access to external eLearning platforms:
 - **Plural Sight:** technology skills platform providing web development, IT certification and on demand training through +6000 courses, skill assessment and live mentoring.
 - **Fit For Banking:** digital learning on technical topics in Corporate as Investment banking, Private Banking and Digital Awareness.
- Selection of a Learning Management system for the whole group: Various tools to manage trainings were used by VERMEG Academy according to the business line and the region (HR Access, Confluence, Learn Upon, Intuition that includes courses for banking, etc.). End of 2018, the choice was made to keep only **Learn Upon**, and to centralize all the training management on this LMS thanks to an integration of this tool with VERMEG global HR system, HR Access.



SUB TARGET 6.3 INTERNATIONAL MOBILITY TO ATTRACT AND RETAIN TALENTS

Since VERMEG creation, mobility has been strongly encouraged and valued as a skill to be developed. Employees from all countries travel to the Group's various offices and work on the sites of their clients' countries. Also all new joiners travel to VERMEG academy headquarter in Tunis for the Welcome integration training session.

In addition, medium and long-term mobility programs have been set up to meet the clients' needs as well as demands of employees. The proposed mobility formulas are adapted to the different contexts to ensure the best professional experience for the Group's employees: temporary assignment, secondment agreement, transfers, expatriation, etc.

Taking into consideration the acquisition of Lombard Risk early 2018, the mobility was slowed down in order to be able to clarify the needs of each region according to the new organization of the group. A communication to all VERMEG to announce the resumption of the mobility program, was targeted for January 2019, with publication of open positions on the System HR Access in My Mobility space, including opportunities in the new zones : New York, San Paolo, Singapore, Sousse, etc.

MOBILITY		FY16	FY17	FY18
International mobility	GLOBAL	13	32	18
% Mobility per Destination	TO BELGIUM	20%	6%	17%
	TO FRANCE	77%	78%	72%
	TO UNITED KINGDOM	-	-	6%
	TO SINGAPORE	-	-	6%

TARGET 7 DIVERSITY INCLUSION AND NON-DISCRIMINATION

SUB TARGET 7.1 EQUALITY BETWEEN MEN AND WOMEN

VERMEG continues its efforts to promote professional equality between men and women and create the conditions for true equality at all stages of working life:

- ① Women Recruitment
- ② Women Retention
- ③ Women Promotion

Specific targets for non-discrimination between men and women have been set

- Increase the number of women recruited
- Empowering Womens by implementing the WEPs (Women's Empowerment Principles: www.weprinciples.org/Site/PrincipleOverview)
- Promote the professional development of women, particularly via access to senior and key VERMEG positions
- Implement solutions to enable a fair work/life balance,
- Provide equal pay for men and women
- Train the staff, managers and leaders to address micro-discrimination
- Understand and ban stereotypes, particularly through targeted internal communication
- Develop diversity intelligence for both men and women

In March 2018, VERMEG organized a ceremony to close its 3 years partnership contract with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) as part of its "Work-Life Balance" project, which was launched in the framework of the EconoWin program (When Women Work, Economies Win).

The company has again been recognized for its role promoting gender diversity in the MENA region and its efforts to facilitate the life of female staff. Actions to balance family and working life with the introduction of flexible hours, teleworking and staff awareness of the importance of male/female equality in the workplace have been joined by new initiatives including:

- Training and support for managers on the flexibility policy with the development of reduced hours and teleworking, but also in terms of organizing the work and accommodating the demands of parenthood
- Formal monitoring when mothers return from maternity leave to offer special support (such as «new mom» initiative offering night help during the 2 first weeks, assistance and advices through internal moms community, sponsoring Kindergarten to open close to VERMEG with flexible hours and take in charge 50% of fees by kid, that allowed 22 parents in 2018 and 33 parents in 2019 to have their kids near to their work place, etc)
- Celebrating International Women's Day and local equivalents by giving symbolic gifts obtained from fair-trade businesses run by women in order to remind that the challenge for their empowerment is still running
- Greater emphasis placed on hiring young women graduates but also experienced womens as their contribution to the IT sector has been widely proved, even in countries where women in IT sector became very rare (i.e. France and Belgium)
- Coaching for women in management positions, addressing in particular the rights of women in the workplace, the progress to safeguard and the action needed to reduce inequalities in the business sector
- Awareness session on diversity and non-discrimination during the induction of new staff members to stress the importance of the issue for VERMEG's Board and highlight the inclusion
- New partnership with women ONG, such as the association FACE against exclusion and for female empowerment in regions other than the big cities, which led to the organization of a female recruitment day, training seminar on basic soft skills to enhance employability of graduated women,
- Taking part to Gender Diversity Circulator program launched by GIZ, which brings together the companies seen as successes in gender diversity to share experiences and benefit of new solutions,

“

The GD Circulator is a global exchange platform with 40 companies already selected from Europe, the Middle East and North Africa. Connecting companies both regionally and globally creates the potential to collaboratively enhance the economic and political relevance of GDM. The GD Circulator boosts know-how and strengthens networks on Gender Diversity Management. MENA and Europe will be represented by key actors from the private sector, political entities and civil society to lay out the way ahead to boost female employment in the MENA region and Europe.”

<http://econowin.org/projects/gender-diversity-management/gdcirculator/>



GIZ Econowin Program: When Women Work Economies Win



International Women Day reminding high challenges for Gender Diversity

To better structure its initiative, VERMEG included in its annual report some KPI's comparing the situation of women and men in the company, to show change. The initial dashboard showing the positive results already achieved by ongoing initiatives was updated and presented again to the staff representative bodies during 2018, including new regions. The countries with better improvements are China and Tunisia.

GENDER DIVERSITY		FY16	FY17	FY18
Female Parity	GLOBAL	35%	37%	38%
	TUNISIA	32%	37%	44%
	CHINA	-	-	47%
Female recruitment	GLOBAL	35%	37%	42%
	TUNISIA	32%	37%	42%

Beside the improvements done for its 2 first targets, women Recruitment and women Retention, VERMEG continue its effort to enhance its 3rd target, women Promotion, and maintain the rate of women in management around 25%. For example, the decrease relating to women among directors, is due to staff leaving in 2018 whom will be replaced in 2019 by either women promotion or women recruitment. Furthermore, for the new director positions opened, application of women will be preferred for the same level of skills."

WOMEN PROMOTION		FY16	FY17	FY18
Women in management	EMEA	25.7%	28.6 %	24.4%
Women By Level	Women at Senior Level	-	-	32%
	Women at Manager level	9%	17%	20%
	Women at Director level	13%	17%	10%
	Women in the Executive Committee	7%	14%	14%
	Women in the Board	25%	25%	25%

Starting from 2018, based on the appraisal result of 2017, the decision to reduce salaries gap between men and women was validated and communicated to management. The focus was also set on the manager positions, where the gap keep!.

GENDER SALARY GAP		FY18
Gap of salary Manager Women / Men	BELGIUM	91%
	FRANCE	91%
	LUXEMBOURG	100%
	SPAIN	0%
	TUNISIA	93%

SUB TARGET 7.2 PROMOTING INTERGENERATIONAL INTERACTION

Like all technological companies, VERMEG is happy to encourage the recruitment and retention of young people under the age of 25, with numerous job offers every year. However, the company is also committed to taking every opportunity to recruit staff over 55, depending on requirements and their expertise. Therefore in 2018, the number of senior staff recruited was 8 up from 0 in 2017.

AGE DIVERSITY		FY16	FY17	FY18
Recruitment by age range	Senior recruitment >55	2	0	8
Recruitment by age range	Recruitment between 25 and 55	46	112	269
Recruitment by age range	Young recruitment =<25 & first-time job-seekers	46	65	53

The representativeness of senior people is enhanced from around 1% to 4% thanks to the integration of new subsidiaries during 2018, but also the recruitments of new senior people especially in Europe UK.

SENIOR REPRESENTATIVENESS		FY16	FY17	FY18
Workforce older than 55	GLOBAL	1.1%	0.9%	4.0%
	BELGIUM	3.8%	4.3%	11.5%
	FRANCE	2.1%	1.6%	3.9%
	LUXEMBOURG	1.4%	0.0%	3.7%
	TUNISIA	0.7%	0.6%	0.5%
	UNITED KINGDOM	-	-	14.3%
	UNITED STATES	-	-	27.0%
	CHINA	-	-	33.3%
	HONG KONG	-	-	11.1%

SUB TARGET 7.3 MULTICULTURALISM

Because VERMEG is eager to share its humanism values as well as its expertise and to spread the spirit of «World citizen» in each member, it promotes multiculturalism by recruiting a wide range of nationalities in all the countries where the group has offices.

CULTURAL DIVERSITY	SUB-INDICATOR	FY16	FY17	FY18
Number of Nationalities	GLOBAL	15	12	24
	BELGIUM	-	-	7
	FRANCE	-	-	8
	LUXEMBOURG	-	-	9
	TUNISIA	-	-	10
	CHINA	-	-	2
	UNITED KINGDOM	-	-	7
	UNITED STATES	-	-	5



CULTURAL DIVERSITY 24 Nationalities



VERMEG also continues to encourage hosting overseas students from all countries following spontaneous applications or partnerships with associations such as AIESEC since 2008 (interns from Greece, Mexique, Brazil, Malta, Ukraine, US, etc.) and IAESTE since 2017 (interns from India, Japan etc).

SUB TARGET 7.4 STATEMENT OF EQUAL EMPLOYMENT OPPORTUNITY (EEO)

VERMEG applied to the Corporate Equality Index Survey since 2017 to be recognized as an employer meeting the requirements of U.S. federal law as enforced by the Equal Employment Opportunity Commission. Its application was approved and VERMEG was the only non-American company to gain that official recognition.

“

VERMEG is now over the line for a 100% rating by the Human Rights Campaign Foundation. I believe VERMEG is the first company with a headquarter outside the United States to achieve this result.”

Alfred Zaher, VERMEG Inclusion at Workplace advisor in the U.S.

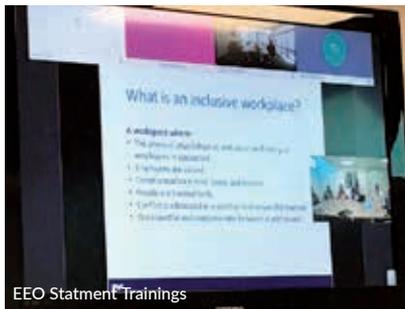


During 2018 and thanks to the new subsidiary in New York, VERMEG was able to apply for the Best Place to Work for LGBT Equality Label, that evaluates LGBTQ-related policies and practices including non-discrimination workplace protections, domestic partner benefits, transgender-inclusive healthcare benefits, competency programs, and public engagement with the LGBTQ community.

The target is to be part of the top-scoring companies CEI in 2019 that are not only establishing policies to affirm and include employees in the United States, but they are also applying these policies to their global operations and impacting millions of people all over the world.

Actions taken as part of the evaluation include the official publication on the VERMEG website of its “Equal Opportunities in Employment Statement”, which was ratified by the Board and warmly welcomed by internal and external stakeholders.

VERMEG has since included its statement in its job adverts to attract all competent candidates for its vacant positions, without exclusion based on race, color, ancestry, ethnic origin, sex, pregnancy, sexual orientation, gender expression, civil status, age, religion, political convictions, social status or disability.



VERMEG is committed to creating a diversified environment and is proud to be an equal opportunity employer for all qualified individuals. Our Policy prohibits discrimination in employment without distinction, exclusion, or preference based on race, color, ancestry, ethnic origin, sex, pregnancy, sexual orientation, gender expression, civil status, age, religion, political convictions, social status or disability. All staff actions, including, but not limited to, pay, benefits, transfers, and lay-offs are based on the principle of equal employment opportunities.

www.VERMEG.com/empowered.html Equal Opportunities in Employment Statement

To spread this statement training and awareness sessions about “Inclusion in workplace” were organized during 2018 for all the Executive Committee members and also for all the Directors. Same sessions are planned next years in each country for larger audience, as follow:

- First sessions for the managers country by country
- Second sessions for all employees

● TARGET 8 FAIR VALUE SHARING

Sharing the value created by VERMEG staff has been important to the VERMEG Board for years, with the implementation of a legal structure «MANCO» enabling senior staff to hold a percentage of VERMEG’s capital.

During studies to develop the materiality matrix, the leaders and CSR ambassadors asked to go even further. Therefore even more engaging initiatives, based on profit-sharing, incentives and employee benefits, that were considered in the previous year, were confirmed in 2018 to fight against the brain drain in the least developed countries:

- Increasing the comparative studies by HR team on pay levels in each country to ensure that VERMEG provides appropriate levels of pay for the positions
- Adjustment of pay policy based on setting clear and measurable targets taking into consideration local difficulties, including for example very attractive financial terms support available for the staff in some countries, more generous restaurant vouchers than the legal ones for the staff in Tunis who struggle to access food service areas due to high inflation, etc.
- Launch VERMEG Car pack to allow young people leaving in areas that public transport and VERMEG shuttles cannot cover, to have their first car. This pack offers access to best car prices with automobile partners, better loan conditions with also banks partner, but also includes a partial assumption by VERMEG of the personal contribution and the monthly reimbursement. Are eligible to this advantage all employees after probation period with at least 2 years in VERMEG and with a good appraisal result. The success of this advantage was huge as the number of car packs granted, grow from 3 in 2017, to 15 in 2018 and more than 30 in 2019.
- Continue applying special pay raise for all staff in the countries where money devaluation was very important (average rate superior to 12% while national increase rate is around 6%)
- Validation of a special compensation adjustment for Managers, equivalent to 30% of salary increase, in order to reduce the gap generated by the devaluation of the local currency compared to other countries where the group is present
- Launching of a retention plan with specific incentive, equivalent to one year of salary, for all employees still in VERMEG in February 2021. Official communication by the CEO to all VERMEG was targeted for January 2019.
- New Loyalty program to celebrate seniority at VERMEG: 5years, 10, 15, 20... An award is granted but also a travel for two persons to discover new country with strong cultural heritage,

VALUE SHARING	FY16	FY17	FY18
Wage Bill versus Revenue	53.0%	53.2%	66.1%
Training Budget Rate (training cost/wage bill)	1.1%	1.8%	3.2%
% Of company capital held by the staff	5%	5%	5%

All these efforts to improve employment conditions, which have been ongoing for years to remain a leading, responsible and attractive employer internationally, gave VERMEG the honor of being crowned Top Employer in Tunisia. The distinction was awarded as part of the International Best Place to Work program in February 2018.

THE EIGHT SECTIONS OF THE QUESTIONNAIRES



For each participant company, a large sample of staff were asked to complete a very detailed survey. For VERMEG:

- The survey was conducted via two questionnaires, one emailed to HR and the other to a wide sample of staff
- Out of 456 employees interviewed, 240 responses were received, which represent a return rate of 52%

After the survey result, areas for improvement were identified for each section. VERMEG is of course continuing to analyze them and organize their implementation with the aim of extending participation to other subsidiaries including the new regions.

This generalization of this label was postponed to 2020, as following the acquisition of the ex Lombard Risk, more time is required to analyze expectations collected through various sources in the new countries and to run the improvement actions before launching the certification Best place to work.

Therefore new feedback sources were analyzed among which:

- **Peakon**, the world's leading platform for measuring and improving Employee Engagement deployed in VERMEG UK, US and APAC countries. Best rating during 2018 raised from 6 to 6.4 while the market sector rating is about 7.8. The diagnostic by segment and the various comments were used to launch first quick win actions with the new CSR ambassadors without waiting the validate of their application in January 2019
- **Glassdoor**, the international website, where current and former employees anonymously review companies essentially relating to their management and culture. VERMEG rating reached the score 3.8 end of 2018 and the score 4 in 2019 with the following sub ratings:



FÉLICITATIONS AUX MEILLEURS EMPLOYEURS EN TUNISIE EN 2018

BEST PLACES TO WORK TUNISIA

[Info@meilleuremployeurentunisie.com](mailto:info@meilleuremployeurentunisie.com) +216 51 74 67 89

www.meilleuremployeurentunisie.com

Best Place to Work Tunisia Award in february 2018



“

The initiative, which is organized by the American institute Best Companies in several countries around the world, recognizes companies that provide the best working environment and can attract and retain their staff. In today’s market, being an attractive employer isn’t just a good thing, it’s a necessity. Staff commitment can influence attractiveness, retention, output and performance. Therefore, this certification is only given to companies that meet the highest standards of excellence in working conditions.”

Program Manager, Best Places to Work in Tunisia <http://www.meilleuremployeurentunisie.com>

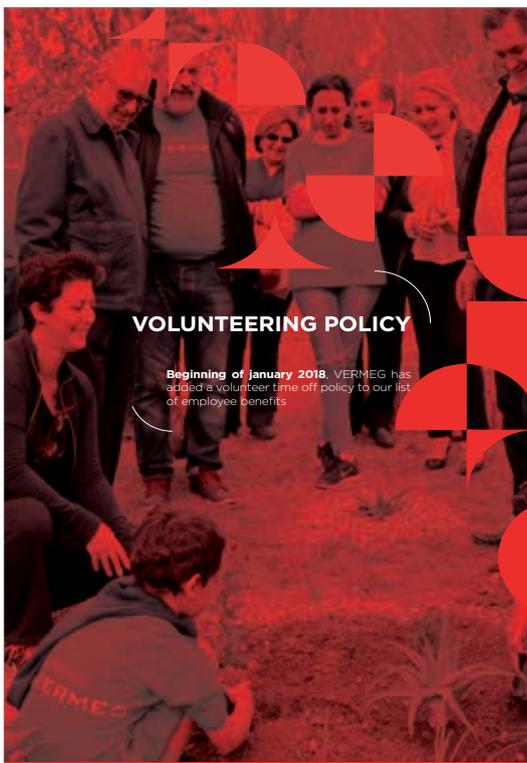


Challenge

4

Equality in the regions

One of the major new initiatives related to Equality in regions, was the implementation of a volunteering policy starting from January 2018 as requested during the CSR Challenge, which demonstrated that VERMEG staff wanted to contribute to initiatives benefiting various causes that affect the regions. The policy gives every employee who wants to participate in a CSR initiative, whether initiated by VERMEG or by an approved external organisme, the opportunity to volunteer for half a day. A system allowing staff to donate their half day to their colleagues in case they cannot take it, which was proposed by the CSR ambassadors, has been approved as it makes it possible to boost and optimize the use of volunteer days.



VOLUNTEERING POLICY

Beginning of January 2018, VERMEG has rolled out a volunteer time off policy to our list of employee benefits

Empowered by VERMEG

ANNEX 3 - LIST OF VALIDATED ORGANISM

This list is validated by the CSR Comitee and updated every year by adding or removing new according to the suggestions received from VERMEG members.

NGO	Description	BE	FR	LX	TN	Website
WWF	An international non-governmental organization for the protection of nature and the environment, with a strong commitment to sustainable development.	x	x	x	x	wwf.org
SOS VILLAGE	An association that offers orphaned siblings a framework for family life and the assurance of a lasting emotional and educational relationship until their autonomy.	x	x	x	x	sosvillage.org
EFE	An affiliated network of locally-run non-profit organizations in the middle-east & north africa (mena)	x	x	x	x	efe.org
AFS	Prepares and activates future leaders, global citizens with intercultural skills to engage, lead and collaborate effectively in different cultural settings.	x	x	x	x	afs.org
CROIX ROUGE	An international humanitarian movement that protects human life and health to ensure respect for all human beings, and to prevent and alleviate human suffering	x	x	x	x	redcross.org
MÉDECINS SANS FRONTIÈRES	An international humanitarian non-governmental organization best known for its projects in war-torn regions and developing countries affected by endemic diseases	x	x	x	x	msf.fr
GREENPEACE	An org of environmental protection fighting what it believes to be the greatest threats to the environment and biodiversity on the planet.	x	x	x	x	greenpeace.org
FACE	Promotes the social and societal commitment of companies to combat all forms of exclusion discrimination and poverty.	x	x	x	x	fondationface.org
RESTOS DU CŒUR	Distributes free food to the most deprived people.	x	x	x	x	restosducoeur.org
HOPITAL SANS FRONTIERE	A humanitarian organization set up within rotary international to rehabilitate and equip the poorest health centers in the world	x	x	x	x	hsf.be
SOS FAM	An organization whose general objective pursued by sos hunger is to reduce poverty in rural areas by supporting peasant agriculture and its actors	x	x	x	x	sosfam.be
RESEAU ENTREPRENEUR	An association of business leaders under the motto: "to create jobs, create employers". It has developed an international presence in 10 countries.	x	x	x	x	reseau-entreprenur.org
MAISON DU MEUBLE RECYCLÉ	Protects the environment by collecting old wooden furniture and by recycling them.	x	x	x	x	maisondumeublecycle.lu
MOUVEMENT ECOLOGIQUE	Focuses on sustainable development, safeguarding a healthy and liveable nature and environment, improving the quality of life.	x	x	x	x	meco.lu
CENTRE POUR LA PROMOTION DES ARTS (CEPA)	An organizations that enhances teaching methods by focusing on creativity and art and implement continuous training of artistic techniques	x	x	x	x	cepa.lu
LIGHT FOR THE WORLD	Its objectives are to combat blindness, improve the quality of life of blind persons and their families and defend their rights in the most disadvantaged countries	x	x	x	x	light-for-the-world.org
VIA DON BOSCO	A ngo active in education, training and employment support for young people in africa	x	x	x	x	viadonbosco.org
AVIAZ	An international non-governmental organization of cybermilitantism	x	x	x	x	Aviaz.org
PETITS FRERES DES PAUVRES	Its activity is the personal accompaniment of isolated people who are living difficult psychological situation whether in collective accommodation or hospitals	x	x	x	x	petitsfreresdespauvres.fr
SECOURS POPULAIRE FRANÇAIS	A non-profit association whose mission is to act against poverty and exclusion	x	x	x	x	secourspopulaire.fr
COAL	An association that works on sustainable development and research in order to promote the emergence of a culture of ecology.	x	x	x	x	projetcoal.org
CŒUR ET CONSCIENCE	Association working in the field of education and health.	x	x	x	x	coeurconscience.org
ARMÉE DU SAUVE	Association fighting against all forms of exclusion.	x	x	x	x	armeedusauve.fr
GENES	An association committed to improving the living conditions of populations and the preservation of natural resources.	x	x	x	x	genes.eu/fr
AGR POUR L'ENVIRONNEMENT	An association of citizen mobilization in favor of the protection of the environment	x	x	x	x	agripourl'environnement.org
FRANCE NATURE ENVIRONNEMENT	A federation of associations for the protection of nature and the environment, representing 3,500 organizations, grouped in 80 member organizations	x	x	x	x	france-nature.org
FONDATION TUNISIE POUR LE DEVELOPPEMENT	Designed to promote and support the economic and social development of the tunisia whether by direct action or in partnership with institutions	x	x	x	x	fondationtunisie.org
LA FONDATION DE L'ABBÉ PIERRE	Its mission is to enable every deprived person to access decent housing and a dignified life, irrespective of the amount of his resources and his social situation.	x	x	x	x	fondation-abbé-pierre.fr
VERMECT	Association for children created by VERMEG	x	x	x	x	vermeg.com
GALA	Committed to preserving the right of life by providing them with appropriate care through a personalized therapeutic and educational follow-up program	x	x	x	x	ftth-gala.com
TUNISIAN ASSOCIATION FOR COMMUNICATION AND TECHNOLOGY	A non-profit organization devoted to the advancement of the ict sector in tunisia and to the development of the employability of graduates.	x	x	x	x	facebook.com/TACT
ACADIAS FOR ALL	Cares about climate change adaptation for rural populations awareness campaigns/training for farmers adaptation/reforestation programs	x	x	x	x	facebook.com/acaciasforall
TUNISIAN CULTURE NETWORK	An association that works on the cultural development and the artistic decentralization through projects in favor of the youth and the artists.	x	x	x	x	culturenetwork.tn
LA FÉDÉRATION TUNISIENNE DES CINÉ CLUBS	Deals with dissemination of the cinematographic culture through discussions, conferences and cinematographic events.	x	x	x	x	ftcc.org.tn
L'ART RUE	Invests in public space and working to promote access to culture and the democratization of the arts	x	x	x	x	lartvue.com
L'ARTISTE PLASTICIEN SANS FRONTIÈRE	The association actively promotes the tunisian artists internationally, helping them to follow the right slots in order to expose	x	x	x	x	art-sansfrontieres.com



TARGET 9 CONTRIBUTING TO ECONOMIC DEVELOPMENT IN THE REGIONS

Making VERMEG staff aware of the realities of unequal opportunities is relevant for teams at all hierarchical levels, as proven by the numerous initiatives launched and repeated for many years. Although already expansive, the initiatives have been extended with actions that demonstrate that they are no longer limited to Tunisia but a requirement in all countries where VERMEG operates to fill the gaps in certain national systems.

11

PARTNERSHIPS WITH EXTERNAL VERMEG STAKEHOLDERS ON SOCIETAL ISSUES

GIZ ECONOWIN

Gender Diversity, Promotion of women Talent & Leadership
(www.econowin.org/fr)

FTPD Fondation Tunisie pour le Development,

Health, Employability, Entrepreneurship and Culture
(<http://www.fondationtunisie.org>)

SMART TUNISIA,

Employability, Foreign Investments, TIC
(www.smarttunisia.tn)

ENVIRONMENT MINISTRY,

“Green Patronage », Parks rehabilitation
(www.environnement.gov.tn)

RESEAU ENTREPRENDRE,

Entrepreneurship new startups
(www.reseau-entreprendre.org)

TACT Tunisian Association for Telecommunication and Technology,

Employability and Education
(www.tact.tn)

ATUGE Association Tunisiennes des Grandes Ecoles, Entrepreneurship and Employability

(<https://atuge.org>)

FACE Fondation Agir Contre l'Exclusion

Non-exclusion, Female Empowerment and Youth reintegration
(<https://www.fondationface.org>,

GAIA,

Non-exclusion, Mentally handicapped children
(www.fth-gaia.com)

SOS Village,

Non-exclusion, Abandoned children
(www.sosve.org)

ACACIAS FOR ALL,

Environment, Trees planting
(www.acaciasforall.org)





Sup Telecom



Smart Tunisia



IACE



ATUGE

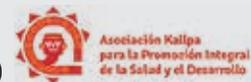


TACT

ACTION TO PROMOTE EQUAL OPPORTUNITIES

INITIATIVES REPEATED IN 2018

- Financial and human support for the Vert'Act association founded by VERMEG in July 2012 to create a unit accommodating eight young teenagers from the who the authorities can no longer care for and have since been educated in shared facilities
- Sponsoring for the Gaia care farm educating mentally handicapped children
- Sponsoring the charity SOS Village by financing two units for abandoned children and additional initiatives
- Initiating volunteering at weekends to support various charity initiatives
- Partnership for female empowerment in rural areas (with FACE in Tunisia, Kallpa in Peru)
- Schoolbags are purchased every year then distributed by the staff to benefit children from needy families in different regions far from the capital, as part of a global initiative «TACT 1,000 schoolbags» launched since 2017
- For over ten years, VERMEG Luxembourg supports OYA (On Y Arrivera) , group of friends working to help sick children, particularly children with neuromuscular diseases , for confectionning more than 32000 candy bags then by buying some to offer them to the staff and their children when Santa visits the offices



NEW INITIATIVES LAUNCHED IN 2018

- Policy of donating half a day's work to charity or any CSR activity, financed by the company, with possibility to get extra Volunteering Time Off from other colleges
- Ordering collection boxes to be placed in the reception and break areas to raise funds for orphanages, schools and student residences
- Financing through FTPD the Brain Health program that aims to create research centers and care spaces for the study of brain disease.
- Contributing with GIZ to the project "Promote Women Talent" in the best engineer and management schools to enhance their leadership and to prepare them to better fight against stereotypes and success in their professional career
- Donating IT material for external organizations (schools, ATUPE, etc) and organizing various collection for charity donation (Winter for Lions Club, Educational material for Trisomy 21 association)
- Participating in SMARTRUN™ in Luxembourg, that contribute to support various solidarity initiatives, such as hosting refugees (Caritas and the Red Cross), support for youth (Adecco's Win4youth program), integration of people with reduced mobility .
- Sponsoring various activities and events aiming equal opportunities (House construction for needy family in Vietnam through Scouts de France, Earth day organized by World Wildlife Fund, Volley ball youth girls team of Yutz- Thionville ASVB club , etc.)



“

Through its programs FTPD offers assistance to youth and innovative approaches to Tunisian Social and economic development. Our values are 3: Caring for Healthy minds, investing in Creative communities and elevating Young talents»

Badreddine OUALI founder of FTPD and Executive chairman of VERMEG

SUPPORT FOR THE SOLIDARITY ECONOMY

INITIATIVES REPEATED IN 2018

- Coordination of Réseau Entreprendre in Tunisia with support for young companies and financing in the form of interest-free loans
- Active participation in the Tunisian Association for Communication and Technology (TACT), of which VERMEG has been a founder member since 2011
- Financial support to SMART Tunisia, a national public-private project aiming to create 50,000 jobs in the IT industry by 2025 through
- Buying products from fair-trade companies (birthday gifts, Christmas gifts, ground coffee from artisans instead of aluminum pods, etc.)
- Providing VERMEG premises free of charge for sales of various artisan products supported by local associations (FACE, GAIA, etc.) and also training to enhance the sales skills of the artisans
 - Taking part in spreading the CSR culture in the countries where the compliance with sustainable development goals is not yet mandatory by the regulatory (i.e. through NGO Conect in Tunisia)



NEW INITIATIVES LAUNCHED IN 2018

- New VERMEG office in Sousse far from Tunis capital in order to increase employability of IT sector in the region, with target of more than 100 new recruits
- Sponsoring the program ELIFE of FTPD that aims to design, construct, and lead 10 centers of technology, entrepreneurship, and culture in 10 interior Tunisian cities to enhance the wellbeing, the skills development and the opportunities for ISET schools graduates.
- Taking part to the discussions during the last Tunisian-French Economic Forum (on February 2018), about the project of opening a «Station F» in Tunisia, which is an incubator of startups inaugurated in Paris on June 29, 2017 that brings together an entire entrepreneurial ecosystem under one roof. The VERMEG Founder and CEO, Badreddine OUALI, was affirming his total support and involvement in this project through his foundation FTPD to promote young startups in Tunisia.



The selected regions for Elife centers face the highest unemployment rates in the country and have scarce access to growth opportunities. Each center will welcome 5% of youth (ages 19-29) of the city. The goals are: Reduce inequality between young tunisians, Increase employability, Develop greater enterprenarship skills and Improve wellbeing »

Houssam Manai Executive Director of FTPD

TARGET 10 CONTRIBUTING TO EDUCATION IN THE REGIONS

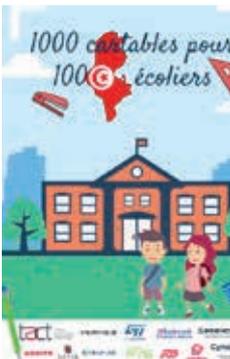
In certain countries where VERMEG operates, support for education is vital for economic development and employability. Therefore, VERMEG allocates a large part of its support to projects relating to education, as well as the hard and soft skills required by the job market.

15 NUMBER OF EDUCATION-RELATED PARTNERSHIPS IN THE REGIONS

AFS Inter-Cultural Programs, International student exchanges from and to Tunisia (www.afs.org)	TBS School Intam ship program for actuarial science students (http://www.utunis.rnu.tn)	4C, Career and Certification skills Center of Higher Education Ministry, Orientation for students (https://www.4c.tn)
UTICA Digital Talent, ICT training platform in Tunisia based on the national ICT jobs and skills database, (www.digitaltalent.tn)	AIESEC, The world's longest youth run organization Cross-cultural internships (www.aiesec.org)	EFE Education for Employment, Program review in IT technician schools (www.efe.org)
Maison de la Cité Paris, Grants for overseas disadvantaged students (www.ciup.fr/maison-de-la-tunisie)	SUPCOM, Scoll Hakhthon for social enterprenarian ship (http://www.supcom.mincom.tn)	IAESTE International Association for the Exchange of Students for Technical Experience, Internships for overseas students (www.iaeste.org)
DAUPHINE Tunis, Study grants for the new Big Data and Actuary sectors (www.tunis.dauphine.fr)	TAYLOR Institue, Startup Hakhthon (www.taylorinstitute.org)	IREX, Thomas Jefferson Scholarship program, Grants for U.S. exchanges to develop the leadership of young Tunisians; Employability and action against the brain drain (www.irex.org)
SESAME University, Work-Study program for engineers and management students (https://universitesesame.com)	ESPRIT, Engineering and Technologies School, Work-Study program for TIC students (www.esprit.tn)	ATUPE, Tunisian Association for Students parents, Enhancing conditions in primary schools

INITIATIVES REPEATED IN 2018

- Continuing the national project for implementation of the Digital Talent platform initiated by UTICA, for which VERMEG has been the pilot company for implementation of the national ICT jobs and skills database.
- Repeating the partnership with EFE to boost the employability of the ICT qualification by launching additional training programs, both hard skills and soft skills, with a new focus in 2017: the ISET (Higher Institute of Technical Studies), whose employability rate is one of the lowest.
- Grants for schoolchildren and students to finance studies, both local and abroad (Maison de la Cité in Paris, Dauphine Tunis students, etc.).
- Sponsoring educational activities of students, entrepreneurial projects , exchange programs for young (robotics project of ENIM school students, artificial intelligence project of INSAT school students, technology social and environmental innovation such as Supcom school Hakathon, Startup We of Taylor Institute at Cogit, student competitions such us Hult Prize, AFS students, etc.)
- Holding open days within VERMEG with essential training on expression techniques and the fundamentals of the business world, to which schools in disadvantaged areas and unemployment graduates being supported by charities are also invited (young women from rural zones empowered by FACE, etc.).
- Partnership with IREX to support the reintegration of young people returning from the U.S. following a year of study sponsored by the Thomas Jefferson Scholarship program, with immersion in the company enabling them to gain whatever is needed to find a job quickly in their country of origin with prospects as ambitious as their projects (job fairs, speech during the reintegration day, panel and round tables, etc.).



1000 School Bags with TACT

SupCom HAKATHON

ATUPE

NEW INITIATIVES LAUNCHED IN 2018

- Contributing through VERMEG experts, coach and trainer to events and actions launched by the Ministry of Higher Education in Tunisia through the 4C centers that aim to give all students and graduates of higher education access to an advisory, training, certification and support service for professional integration
- Partnership with the ATUPE, an organism representing voluntarily the students and parents in primary schools, supporting its educational projects and defending the quality of its teaching, in order to provide a structured framework for parent involved in improving the life in their kids' schools, with material or immaterial help.
- Participating to the program "Egalité des Chances" through ATUGE in partnership with Article 1 (<https://article-1.eu/>) which works for a society where orientation, success in studies and professional integration do not depend on social, economic and cultural origins
- Partnership with SESAME and ESPRIT schools for the work-study new program in TIC sector that aims to enhance the employability of students at graduation.
- Taking part in new actions, events and organization relating to education and sponsoring them when required (Enactus which acts to foster progress through entrepreneurial action and youth engagement, Wikimedia conference a global movement whose mission is to bring free educational content to the world, Help me Learn which targets training coach in Education for a Peace Culture world Citizenship and Tolerance, sport association inside school etc.)
- Supporting FTPD, that proposed to carry the project of the first "Ecole 42" in Tunisia, following discussions during the last Tunisian-French Economic Forum (on February 2018) between the French president, Tunisian government and the founder, Xavier Niel, who agreed to provide the technology, educational tools, course videos and servers.

“

School 42 is a totally free school. It's not a business, it's not a company, it's not an investment. It is an institution that can only walk with lost funds. Structurally, it is something in which you can not collect money from students, at all, or from future employers. It's something non-profit and 100% patronage. It will be, zero payment for students.”

Badreddine OUALI VERMEG Chairman & CEO.



Women Talents with GIZ



Startup We Taylor Institute at Cogite



Social Innovation HULT PRIZE



Alternant Program with SESAME & ESPRIT



Startup We Taylor Institute at Cogite

Challenge
5

Doing software edition business responsibly

In continuation of responsible governance, which emphasizes ethics, it is important for VERMEG to do business as a software publisher responsibly as well as profitably. Indeed today, whatever the field in which the company operates, it has become vital to meet the expectations resulting from the international standards for sustainable development in this area. Especially since the majority of calls for tenders (RFI and RFP) received refer to these requirements whatever their source.

This means that additionally to its corporate conscience, VERMEG must also think about the positive impacts of its products, services and practices on the environment, clients, users, employees and any other stakeholders, in order to enhance them and above all, to reduce any potential negative impact.

TARGET 11 ECO-SOCIO-DESIGN OF THE PRODUCTS AND SERVICES

To move towards the responsible design of its products and services, VERMEG identified three transversal and essential steps:

- Fair practices
- Data protection
- Eco socio design



The relating requirements started to be expanded in 2018 at all operational levels: Sales, Marketing, Finance, Human Resources, Information Technology, R&D and Delivery.

The inclusion of new regions and products of Ex Lombard Risk required a huge harmonization efforts during the year to be continued early 2019.

SUB TARGET 11.1 DATA PROTECTION AND SECURITY

The Group pays attention to data entrusted or that may pass through its information systems. For the sake of reinforcing virtuous practices in favor of data protection, VERMEG renewed annually its Iso 27001 certification and extend it any new building it opens.

Furthermore, VERMEG regularly communicates to employees about security best practices relating the use of the Internet, IT tools, and the company files and data. In addition, each employee is reminded of the legal provisions and internal rules stipulated in the internal regulations and the code of conduct concerning the use of data that is based on technological and IT applications. Several consciousness messages are also sent to employees on regular basis about cyber security risks. A special focus all over 2018 was set on

- The European General Data Protection Regulation and their impact on all the subsidiaries including those in Non European zone
- The harmonizations of the information securities organization, process and procedures between VERMEG offices and the new one from ex Lombard Risk to prepare the global certification from the whole group in 2019.

“

During 2018, the Group worked on the compliance with various regulations on the personal Data protection, especially the new General Data Protection Regulation (GDPR) in European Union on privacy for all individual citizens applicable starting from may. As Data protection officer I was hired to fulfill this mission at the group level”

Christine Giovanini , VERMEG Senior Legal & Personal Data Protection Officer



SUB TARGET 11.2 FAIR PRACTICES

In the framework of Company Social Responsibility, VERMEG pledges to do business professionally, diligently and fairly. Therefore, VERMEG's Code of Ethics records the company's ethical commitments:

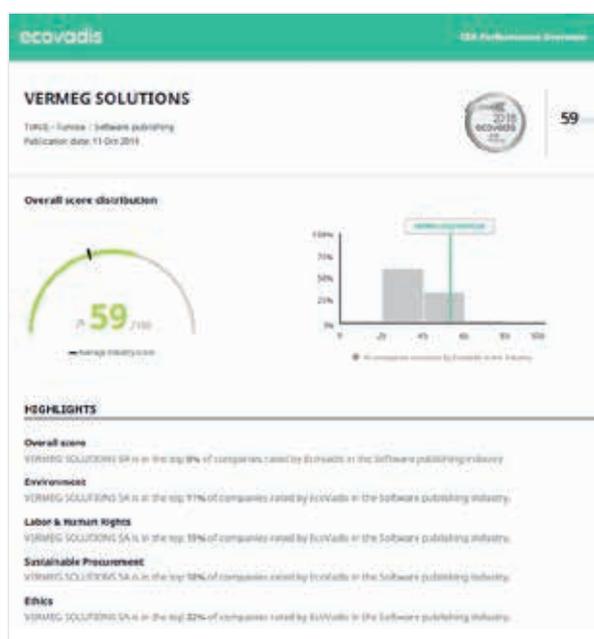
- It gives the staff and all stakeholders an overview of the various good conduct guidelines to be followed and insight into legal requirements with the compilation of legislation and reference documents such as laws and the internal regulations.
- It reiterates the guidelines specific to staff transactions on the financial markets, use of IT equipment and communication in the company.
- It sets the rules applicable to all of the Group's business lines in terms of preventing, identifying and managing potential or proven conflicts of interest.

But this was not enough, thus VERMEG launched a global project to centralize and harmonize its Fair Business practices all over the group according to the framework of its CSR Chart. This effort started in 2018, will be continued till 2020 to cover all the regions including the new ones through three phases.

FORMALIZATION PHASE

During 2018, the fair practices documentation was structured as follows to simplify the harmonization between all the countries where present through its offices or its clients:

- The **CSR Policies Manual**, which centralizes:
 - The CSR Charter of the group
 - All CSR Policy referring to this chart, including:
 - Ethics Policy as Code of Conduct
 - Safety and Health Policy
 - Environmental Policy
 - Responsible Procurement Policy
 - Donation Policy
 - Volunteering Time Off Policy
- The **Policy Rules** annexes to clarify the procedures:
 - Anti-Bribery and Corruption Policy Rules
 - Anti-slavery and Trafficking Policy Rules
 - Whistle blowing Policy Rules
 - Health and safety Policy Rules
- The **Employee Hand Book** which the following structure:
 - The Employee End Book common part for all the group
 - The Employee End Book by Country to clarify the specific rules resulting from local laws and specificities
 - The Internal Rules documents only in the country where this document is required by law.



COMMUNICATION PHASE

The following communication actions about fair practices are planned and will continue till 2020:

- Signature of the CSR policy Manual by all VERMEG's management and employees
- Publication and communication of CSR policy Manual internally and externally to spread the compliance spirit
- Awareness sessions will be organized by VERMEG Academy for new joiners but also for current employees (live sessions, LMS courses and quiz)

CONTROL PHASE

The CSR compliance office oversees the monitoring of fair practices and analyses the incidents/alerts by country with the help of his CSR ambassadors and country managers. He escalates to the CSR committee when needed for the critical issues. The control will be reinforced during 2019 through the CSR subcommittees as described in the Governance section.

SUB TARGET 11.3 ECO-SOCIO IT DESIGN

Awareness of addressing environmental and social criteria from the product and service design phase emerged during work to develop the first materiality matrix workshops. The Board and CSR teams have understood the cruciality of defining how the initiative could be implemented for VERMEG and preparing training for the different R&D and delivery teams.

The initial analysis identified 3 major areas where Eco-design must incorporate different environmental and social criteria:

- The development of software with lower consumption and different uses of energy type in intensity during all the product life-cycle phases: energy, Green Code, CO2 rejections from the servers, printing, recyclability of materials, optimization of the IT environment surrounding the platforms required for VERMEG solutions both internally and for clients
- Services: reduce air, car and train travel, introduction of videoconferencing under to reduce our CO emissions but also to improve quality of life for staff and clients
- Ergonomics beyond performance: optimization of the presentation layer (working with the web agency Anais on best usability factors: fewer clicks, restful color, etc.), Doc and User Guide with easy, enjoyable access

Studies have been launched with Chief Technology Officer Laurent PYTEL and the Product and Services managers of the various business lines to continue the analysis and identify measurement indicators to manage the environmental impacts of designing VERMEG products and services



In personal life as in professional life, comfort is no longer a luxury, it is essential and indispensable to last. Technology is not only the tool of performance, but also and especially the comfort of its users!!'

Explains Laurent PYTEL, VERMEG CTO

Green IT

As an IT partner of international Technological groups, VERMEG is developing a Green IT approach for its products and services to drive direct and indirect reduction of environmental and climate impact for itself and for its clients who must meet their own sustainability objectives.

VERMEG Green IT approach is built around two main areas with the following purposes:

- ① Reduce the impact of its IT materials on the environment especially its carbon footprint through:
 - The establishment of data centers: reducing energy consumption thanks to server virtualization.
 - The streamlining of printing: reducing the volume of printing (black and white, double-sided, systematic print preview, ...), collection and recycling of consumables (paper, toners, etc.), Reusing printed paper non-used as drafts or notepad, visual logo inviting to not print unless needed at the bottom of each email, etc.
 - The management of computers: promote the acquisition of computers labeled Green IT or Energy Star, reduce of electrical consumption by systematic programming of a hibernate mode, etc.
 - IT material donation to encourage reuse before recycling: The used computer consumables are collected and recycled; the unused hardware is transferred free of charge to associations, hospitals, students for the solidarity economy.
- ② Use of new technologies and management systems to support sustainable development
 - The development and evolution of video conferencing infrastructure and web conferencing to reduce travel during inter-company meetings, steering committees, etc.
 - The Eco-socio design of its IT software products and services to enhance their environmental and healthy impact during the whole product life cycle: conception phase, development phase, delivery to client's phase, the deployment-implementation phase and the production maintenance phase.
 - The Implementation of a Environmental management system to structure, monitor, facilitate and improve all the aspect relating to environment management, according to international standard (such as Iso 14001).



Purchase Gaia

Challenge
6

Sustainable and Solidarity procurement

The implementation of a responsible procurement policy at group level was clearly identified as a major challenge; as VERMEG has become fully aware that this should not be approached as an act of communication or charity, but as a true corporate strategy, taking into consideration the fact that purchasing function, at the heart of the operations of the company, is a major lever at the service of its economic performance.

Thus, controlling its supply chain through the management of new risks, pushes VERMEG to find opportunities to create value

⋮ TARGET 12 RESPONSIBLE PROCUREMENT POLICY

By responsible purchasing policy VERMEG understands both «Sustainable» and «Solidarity», which aims two objectives:

- ① Promote **sustainable purchases**, means environmental friendly. Therefore, without further delay, the environmental issues are considered in the purchases made by VERMEG as much as possible:
 - Upstream, environmental expectations are specified. This concerns as well services, products or materials used, as business techniques.
 - During the evaluation of the offers, an environmental criterion is integrated to favor the most virtuous suppliers and subcontractors. This criterion can be based on products, techniques used (manufacturing process, waste management, supply and delivery circuits ...), but also on certifications.

Concretely, this translates into the use as much as possible of supplies with the 'green' label or the management of green spaces which takes more into account the protection of local fauna and flora. Bonuses have also been granted to suppliers and subcontractors who maximize the waste generated.

- ② Increase **solidarity purchases** from fair trade companies, but also those employing people with disabilities or reintegration, promoting social progress and the development of small and medium-sized enterprises.

Aware that much is still to be done on the subject as highlighted in the materiality matrix, and among the establishment of a Group purchasing policy according to the standards of the profession that was the first and most critical action, below the initiatives launched in 2018 and those planned till 2020.

ACHIEVEMENTS 2018

- Generalizing of the purchasing policy to the whole group
- Harmonization of Purchase procedure in order to apply it to all the subsidiaries including the new regions
- Adding sustainable and solidarity requirements in Purchase Request
- Running Request For proposal to select a new global purchase system including the configuration of CSR criteria
- Identifying purchase key indicators that will be implemented in the management Dashboard

ACTIONS PLAN TILL 2020

- Supplier evaluation taking into consideration the reputation including the CSR criteria and the CSR provider assessment platform such as EcoVadis.
- Have each Supplier sign VERMEG Ethic Policy as code of conduct
- Communicate to each supplier the «CSR Policy manual» for Information
- Check in the contract the clause that refers to the CSR «compliance and add them when missing
- Implementation of the new purchase procedure in the new procurement tool to facilitate the monitoring of the KPI highlighting its improvements relating to responsible buying
- Launch diversity purchase programs as indicated in VERMEG fair procurement policy to promote diverse firm subcontracting, especially Minority, Disabled and Women business enterprises





Challenge
7

Cultural and artistic development

As an art lover, VERMEG founder Badreddine OUALI soon engaged the company in initiatives to support young artists, painters, photographers, sculptors etc. by buying works to decorate the company's workspaces. Shortly afterwards, it began to contribute to staging directly through VERMEG what are considered major exhibitions in Tunisia (i.e. Spring Art annual exhibition from 2004 to 2012, etc) but also through its Foundation Tunisie pour le Development (the annual exhibition El Meken, the cultural event Jaou Tounes launched by KL Foundation, etc.). Visiting VERMEG's premises quickly reveals the importance that VERMEG Management places on promoting all talent in each country.

This crucial position given to the Art & Culture was confirmed during the CSR Challenge, VERMEG staff voted strongly to consider cultural and artistic development inside and outside the company as an important challenge to maintaining employment engagement. Brought together in each country under the VERMEG's Got Talent program, the initiatives are based around support for artists and cultural events and the promotion and development of artistic talents at VERMEG.

🎯 TARGET 13 EXTERNAL AND INTERNAL PATRONAGE

The external patronage, continues to be anchored in VERMEG's roots with the same enthusiasm as shown the previous year. The priorities set to promote the artistic talent and cultural enrichment of VERMEG staff continue by re-conducting old initiatives and launching new ones. The work council in each country work closely with the CSR ambassadors to identify and implement the actions and events that meet better the employer expectations and promote VERMEG Talents.

Combining between the Volunteering Time Off Policy and the VERMEG Got Talent program is aimed to allow many new possibilities for VERMEG staff such as cultural exchange and artistic development through stays in artist residencies,

INITIATIVES TO SUPPORT ARTISTS AND CULTURAL EVENTS TILL 2018

EXTERNAL PATRONAGE

- Monthly exhibition of confirmed artists on VERMEG premises in France, Belgium and Luxembourg, with the option for staff to buy at attractive prices, is extended to new countries such as UK
- Gallery showcasing artwork on the premises in Tunis: street arts, young artists, sculptures, etc.
- Organizing events with cultural associations in VERMEG premises (i.e. WikiMedia workshop, AFS foreign students day, etc.) Or supporting their external events (i.e. Help me Learn citizenship day, AFS first seminar for Africa centering on the global citizenship culture)
- Initiating multidisciplinary event such as the first VERMEG Cultural & Art Fair, an exclusive event for all Group staff from all the Group's countries. The two days saw a succession of events involving various artists (traditional dance, music, song, poetry, painting and culture exhibition, slam, graffiti, etc.), as well as guided cultural tours to promote Tunisia, the country where VERMEG was founded (visit to the Medina of Tunis, the UNESCO World Heritage village of Sidi Bou Said, the Wine Route in Mornag, the ruins of Carthage and the Bardo National Museum)
- Various young artists sponsoring (such as the annual photography competition by ATUGE)

INTERNAL PATRONAGE

- Launching a seniority Program offering cultural travels through all continents (Africa, Asia, America, Europe) each five year for staff celebrating 5, 10, 15, 20, ... anniversary.
- Proposing music, theatre, painting lessons, etc. for potential talents
- Sponsoring Tickets to cultural and artistic events: theatre, exhibitions, cinema, etc.
- Encouraging internal shows with VERMEG talents (Duo of the jazz group "Trilogy" during the CSR annual event launched by one of VERMEG employee at the guitar, the first VERMEG band mini concert with five musicians and singers from various Group affiliates Luxembourg, Belgium, France and Tunisia) performed during the Art Fair attended by all Group staff,
- Organizing exhibitions and selling in VERMEG premises of products made by VERMEG talents (paints, accessories, jewelries, etc.)
- Sponsoring stands during external handicrafts and fair trade exhibition (Gaia Kermes, Sejnen pottery, etc),
- Volunteering time off granted for travels to promote cultural exchange, or stays in artist residencies abroad
- Hosting internal cultural workshops (such as WikiMedia redaction workshop allowing staff to contribute in writing articles in Wikipedia on various subjects: promotion of female artists in Arabic world, promotion of diversity and LGBT inclusion, etc.)

IN THE ROAD MAP

- Various exchange programs for VERMEG staff between offices in original regions (Europe, Africa) and new ones (Asia Pacific, Latin America, North America) are under study (i.e. "Play my role" where 2 employee with same background can exchange their position during a period of time, "Visit my place" where an employee is invited for a shadowing of a colleagues in another country, etc.)
- Regular Geo-cultural events involving VERMEG countries where the Group has affiliates or clients, in the aim of promoting them amongst the staff and showcasing their culture in presentations by international speakers on themes linked to these countries.
- Overseas students who arrive in the framework of the cultural exchange programs of several international NGOs (such as AFS, AIESSEC, IAESTE, etc.) accommodated by VERMEG staff in the host country
- Offering VERMEG premises (more than five buildings in Tunis and Sousse) as a permanent exhibition space for Al-Meken, an art platform which groups artists from more than 10 countries with the aim to expose annually in a decentralized city and produce with local people specific artistic works with a touch of cultural heritage.

“

I had the honor of representing my country village in Indonesia where I shared my culture with people from around the world. I am very thankful for joining this amazing inter-cultural project during 6 weeks granted by my Company to encourage Volunteering through its new VTO program!

Mariam Badarnia, Business analyst and Volunteer at VERMEG



“

AL Maken has just been created in 2015 with the aim of developing an international platform of art that will arise annually in different regions to open the doors of our cultural and tourist institutions to other cultures in order to walk together on the path of universal values. Cultural Patronage is a noble private public initiative that is now imperative to actively participate in cultural and artistic development in our country. The first meeting «AL Maken» was a challenge, we had succeeded with the support of our official and private institutions. The hope: to make, with the strength of the commitment of the Association «AL Maken», the current arts in Tunisia an open window and a gateway to the universe.”

Faouzi Salfi , President and Co Founder of AL Maken



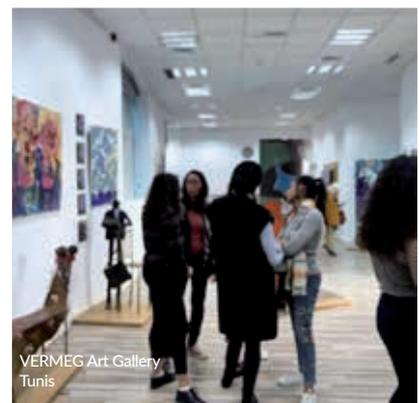
Luxembourg Little Van Gogh exhibition



Bruxells Little Van Gogh exhibition



Paris Little Van Gogh exhibition



VERMEG Art Gallery Tunis



VERMEG Art Fair in Carthage



Singing



Graffiti



Slam



Painting



Atuge Photo



Sculpture



Traditional dance



Narrative about Hannibal BARKA at the Carthage Museum by the historian and poet Raja Farhat



Wikimedia workshop



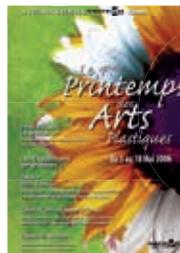
AFS Cultural Exchange Day at VERMEG



VERMEG Got Talent



Printemps des Arts 2004-2011





CSR DASHBOARD METHODOLOGY

Each division overseeing the data collection is responsible for the indicators provided.

- FINANCE Data: Hedi ZID
- HR Data: Douha MHISSSEN

The data is reviewed by the CSR Director during its collection (separation of the roles of collector and reviewer) but also during its consolidation (review of variations, comparison between the countries, etc.).

The scope of the reporting process target to encompasses the entire VERMEG Group. Some data of new countries were not yet consolidated end of 2018, therefore only Europe Middle East region is totally covered by this reporting.

This report centers on the 2018 calendar fiscal year (1 January to 31 December).

REF	CSR INDICATORS	SUB-INDICATOR	FY16	FY17	FY18
GENERAL INDICATORS					
GENE	Revenue (Million EUR, M€)	GLOBAL	53.0	54.9	81.3
GENE	Revenue share by REGIONS	EMEA (Europe Middle East Africa)	100%	100%	65%
		UK (United Kingdom)	-	-	14%
		NAM (North America)	-	-	11%
		LATAM (Latin America)	-	-	5%
		APAC (Asia Pacific)	-	-	6%

REF	CSR INDICATORS	SUB-INDICATOR	FY16	FY17	FY18
GENE	Revenue share by Business/Product Line	PENSION AND INSURANCE	43%	40%	22%
		WEALTH & ASSET MANAGEMENT	18%	18%	13%
		DIGITAL TRANSFORMATION	13%	15%	13%
		PROPERTY & CASUALTY INSURANCE	-	1%	3%
		COLLATERAL MANAGEMENT	-	-	13%
		REGULATORY REPORTING	-	-	18%
GENE	Clients by Business/Product Line	GLOBAL	116	123	496
GENE	Workforce end of year	GLOBAL	646	686	1 057
GENE	% Workforce by country	BELGIUM	8%	7%	5%
		FRANCE	7%	9%	7%
		LUXEMBOURG	11%	9%	5%
		SPAIN	0%	1%	0.01%
		TUNISIA	74%	74%	57%
		UNITED KINGDOM	-	-	11%
		UNITED STATES	-	-	4%
		AUSTRALIA	-	-	0.01%
		CHINA	-	-	8%
		HONG KONG	-	-	1%
		SINGAPORE	-	-	2%
GENE	% Workforce end of year by REGION	EMEA (Europe Middle East Africa)	100%	100%	75%
		UK (United Kingdom)	-	-	11%
		NAM (North America)	646	686	4%
		LATAM (Latin America)	-	-	-
		APAC (Asia Pacific)	-	-	11%
GENE	Wage bill (Million EUR, M€)	GLOBAL	28.1	29.2	53.7
GENE	Wage Bill versus Revenue	GLOBAL	53.0%	53.2%	66.1%
GOVERNANCE					
INCORPORATING CSR INTO DECISION-MAKING					
GOVE	CSR budget (EUR, €)	GLOBAL	240 000 €	493 600 €	602 697 €
GOVE	% Budget by CSR area	GOVERNANCE & TEAM	-	38%	28%
		ENVIRONMENT	-	9%	12%
		SOCIETAL (SOCIAL & TERRITORIES)	-	22%	46%
		ART & CULTURE DEVELOPMENT	-	31%	13%
		GLOBAL	-	100	254
GOVE	Number of CSR proposals collected	GLOBAL	-	100	254
GOVE	CSR proposals By Country	BELGIUM	-	-	15%
		FRANCE	-	-	22%
		LUXEMBOURG	-	-	19%
		SPAIN	-	-	0%
		TUNISIA	-	-	26%
		UNITED KINGDOM	-	-	9%
		UNITED STATES	-	-	0%
		CHINA	-	-	87%
		SINGAPORE	-	-	0%
		HONG KONG	-	-	0%
		AUSTRALIA	-	-	1%
GOVE	% of suggestions by Axe	AXE CARBON NEUTRAL	-	-	36%
		AXE EQUAL OPPORTUNITIES	-	-	34%
		AXE ART & CULTURE	-	-	30%
GOVE	% of suggestions by source	SOURCE CSR CHALLENGE	-	60%	0%
		SOURCES CSR SURVEY	-	0%	65%
		SOURCE CSR AMBASSADORS	-	40%	35%

REF	CSR INDICATORS	SUB-INDICATOR	FY16	FY17	FY18
GOVE	Rate of adopting CSR proposals	GLOBAL	-	55%	56%
GOVE	Staff involved in the CSR governance (full time or partial time)	GLOBAL	-	20	26
		BELGIUM	-	3	5
		FRANCE	-	3	7
		LUXEMBOURG	-	3	4
		SPAIN	-	-	2
		TUNISIA	-	11	7
		UNITED KINGDOM	-	-	1
		UNITED STATES	-	-	-
		CHINA	-	-	-
		SINGAPORE	-	-	-
	HONG KONG	-	-	-	
GOVE	Man-days Budgeted for CSR governance	GLOBAL	-	440	530
GOVE	Man-days Budgeted to Volunteering through VERMEG CSR initiative or external on	GLOBAL	-	150	343
		BELGIUM	-	10	24
		FRANCE	-	10	31
		LUXEMBOURG	-	20	31
		SPAIN	-	0	5
		TUNISIA	-	110	254
GOVE	% Staff Volunteering in a VERMEG CSR activity or external one	HONG KONG	-	-	9%
ETHICS					
GOVE	Ethical Committee Members	GLOBAL	-	-	5 (CEO, COO, CHRO, CSRO, CISO)
STAFF PROTECTION					
GOVE	Staff with social security cover	GLOBAL	100%	100%	100%
GOVE	Staff with additional medical cover	GLOBAL	-	-	100%
GOVE	Staff with additional retirement cover	GLOBAL	-	-	30%
GOVE	Resources allocated by VERMEG beyond local legal requirements	GLOBAL	650 000 €	798 502 €	705 005 €
GOVE	Organization of working hours and days	BELGIUM	40 hours over 5 days a week	40 hours over 5 days a week	
		FRANCE	38.30 hours over 5 days a week and TOIL 0.75 days a month	38.30 hours over 5 days a week and TOIL 0.75 days a month	
		LUXEMBOURG	40 hours over 5 days a week	40 hours over 5 days a week	
		SPAIN	-	1 800 hours per year with a maximum of 9 hours per day.	
		TUNISIA	40 hours over 5 days a week (shorter than the collective agreement and Tunisian Labor Code, which stipulates 48 hours over 6 days)	40 hours over 5 days a week (shorter than the collective agreement and Tunisian Labor Code, which stipulates 48 hours over 6 days)	
		UK	-	40 hours over 5 days a week	
		USA	-	40 hours over 5 days a week	
		CHINA	-	40 hours over 5 days a week	
		SINGAPORE	-	40 hours over 5 days a week	
		HONG KONG	-	40 hours over 5 days a week	
GOVE	Organization of working leaves	BELGIUM	20 legal days 30 days sick leave, then social security 15 weeks maternity 10 days paternity + list of statutory leaves and public holidays	20 legal holidays 30 days sick leave, then social security 15 weeks maternity 10 days paternity + list of statutory leaves and public holidays	

REF	CSR INDICATORS	SUB-INDICATOR	FY16	FY17	FY18
GOVE	Organization of working leaves	FRANCE	-	25 legal days 3 days sick leave, then social security 16 to 46 weeks maternity depending on the case 11 days paternity + list of statutory leaves and public holidays	25 legal holidays 3 days sick leave, then social security 16 to 46 weeks maternity depending on the case 11 days paternity + list of statutory leaves and public holidays
GOVE	Organization of working leaves	LUXEMBOURG	-	26 days including 1 extralegal 77 days sick leave + list of statutory leaves and public holidays	26 legal holidays including 1 extralegal 77 days sick leave + list of statutory leaves and public holidays
GOVE	Organization of working leaves	SPAIN	-	-	23 legal holidays 16 weeks maternity 8 weeks paternity voted in 2018 and starting from 2019 + list of statutory leaves and public holidays
GOVE	Organization of working leaves	TUNISIA	-	22 legal days leave 10 days sick leave including 7 extralegal 60 days maternity including 30 extralegal + 1-hour TOIL for 1 year 2 days paternity + list of statutory leaves and public holidays	22 legal holiday 10 days sick leave including 7 extralegal 60 days maternity including 30 extralegal + 1-hour TOIL for 1 year 2 days paternity + list of statutory leaves and public holidays
GOVE	Organization of working leaves	UNITED KINGDOM	-	-	25 To 28 legal holiday for employees / 27 To 30 for management (+ 1 day after 2 years +1day after 5 years+1day after 10 years) 130 working days ordinary maternity leave (+ 130 working days additional maternity) 10 days paternity leave + list of statutory leaves and public holidays
GOVE	Organization of working leaves	UNITED STATES	-	-	20 legal Holidays (managing directors get 25 days) 5 sick days leaves + 10 statutory and public holidays
GOVE	Organization of working leaves	CHINA	-	-	12 to 15 legal holiday (After one complete year's service including the probationary period, employees' annual leave is increased +1, and +1 per year thereafter, up to a maximum of 15 days total leave entitlement which is reached after 3 years) 6 days sick leave 6 days children sick leave 128 to 158 days maternity + list of statutory leaves and public holidays
GOVE	Organization of working leaves	SINGAPORE	-	-	21 days (+ 1 day after 2 years +1day after 5 years service+1day after 10 years) 60 working day maternity leave 10 days paternity leave + list of statutory leaves and public holidays
GOVE	Organization of working leaves	HONG KONG	-	-	22 To 25 legal holidays (+ 1 day after 2 years +1day after 5 years+1day after 10 years) 50 working days maternity 5 days paternity + 15 statutory leaves and public holidays

REF	CSR INDICATORS	SUB-INDICATOR	FY16	FY17	FY18
ENVIRONMENT					
ENERGY CLIMATE RESOURCES					
ENVI	Scope 1+2+3: Total emissions in CO2-eq tonnes By Source	EMEA	1 958	2 081	2 397
		Business travel by Plane	779	941	1 399
		Business Travel By Company Cars	579	603	457
		Business Travel By Train	1	2	3
		Electricity	424	433	433
		Refrigerant Leaks	141	90	37
		Gaz/Oil (heating)	34	13	69
		Other (paper procurement, ...)	-	0.03	-
ENVI	% Total emissions in CO2-eq tonnes By Source	Business travel by Plane	40%	45%	58%
		Business Travel By Company Cars	30%	29%	19%
		Business Travel By Train	0%	0%	0%
		Electricity	22%	21%	18%
		Refrigerant Leaks	7%	4%	2%
		Gaz/Oil (heating)	2%	1%	3%
ENVI	Carbon intensity versus Revenue Scope 1+2+3 Total (CO2-Kg/K€ or Tonne/M€)	EMEA	36	37	45
ENVI	Carbon intensity versus Workforce Scope 1+2+3 Total (CO2-Tonne/staff)	EMEA	3	3	3
ENVI	Scope 1+2: Direct and Indirect (electricity) energy-related emissions in CO2-eq tonnes (source: Carbon Assessment)	EMEA	459	536	539
		BELGIUM	34	34	54
		FRANCE	7	3	7
		LUXEMBOURG	39	20	96
		SPAIN	-	-	-
		TUNISIA	378	483	382
ENVI	% Direct and Indirect energy-related emissions By Country	BELGIUM	7%	6%	10%
		FRANCE	2%	1%	1%
		LUXEMBOURG	8%	4%	18%
		SPAIN	-	-	0%
		TUNISIA	82%	90%	71%
ENVI	Carbon Intensity Direct Indirect versus Revenue scope 1+2 (CO2-Kg/K€ or Tonne/M€)	EMEA	10.9	9.8	10.2
ENVI	Carbon Intensity Direct Indirect versus Workforce scope 1+2 (CO2-T/staff)	EMEA	0.7	0.8	0.7
ENVI	Emissions Car business travels in CO2-eq tonnes (source: Carbon Assessment)	EMEA	579	603	456
		BELGIUM	NA	270	184
		FRANCE	NA	4	2
		LUXEMBOURG	NA	254	240
		SPAIN	-	-	-
		TUNISIA	-	76	29
ENVI	Travel By Plane	EMEA	-	-	2092
ENVI	Km By Plane	EMEA	2 562 500	4 148 500	5 220 000
ENVI	Km By Train	GLOBAL	310 750	348 575	361 010
ENVI	Km Car of company	EMEA	2 999 000	3 078 000	2 462 537
		BELGIUM	-	-	884 725
		FRANCE	-	-	29 062
		LUXEMBOURG	1 890 000	1 995 000	1 330 000
		SPAIN	-	-	-
		TUNISIA	-	-	218 750

REF	CSR INDICATORS	SUB-INDICATOR	FY16	FY17	FY18
ENVI	Litters fuel Car of company	EMEA	109 780	113 699	181 998
		BELGIUM	86 665	85 485	70 778
		FRANCE	2 115	1 214	2 325
		LUXEMBOURG	-	-	91 395
		SPAIN	-	-	-
		TUNISIA	21 000	27 000	17 500
ENVI	MWh Electric	EMEA	973	1 018	1 068
		BELGIUM	87	88	97
		FRANCE	88	34	84
		LUXEMBOURG	41	44	106
		SPAIN	-	-	-
		TUNISIA	756.0	852.6	781.2
ENVI	Kg of refill by type of refrigerant	EMEA	15.0	-	19.2
		BELGIUM	-	-	8.5
		FRANCE	-	-	-
		LUXEMBOURG	-	-	-
		SPAIN	-	-	-
		TUNISIA	15	-	10.7
ENVI	KWh Fossil fuel heating	GLOBAL	119 925	37 600	256 960
		BELGIUM	-	-	53 768
		FRANCE	-	-	0
		LUXEMBOURG	-	-	203 192
		SPAIN	-	-	0
		TUNISIA	-	-	0
ENVI	Liters Fossil fuel heating	BELGIUM	4 700	4 700	5 170
		FRANCE	-	-	0
		LUXEMBOURG	-	-	0
		TUNISIA	-	-	0
ENVI	Electricity usage/office m2	GLOBAL	-	-	-
ENVI	Tonne paper purchased	GLOBAL	-	1.3	-
SOCIAL					
OCCUPATIONAL WELLBEING					
SOCI	Resources allocated To improve working environment (EUR, €)	EMEA	-	772 000 €	519 000 €
SOCI	Team-building budget (EUR, €)	EMEA	-	62 000 €	75 788 €
SOCI	Average days of sick leave	EMEA	4.5	4.7	3.6
		BELGIUM	2.90	5.50	4.0
		FRANCE	2.30	1.90	1.7
		LUXEMBOURG	5.40	7.40	8.4
		SPAIN	-	-	0.0
		TUNISIA	4.80	4.60	3.3
EMPLOYMENT QUALITY					
SOCI	Attrition rate	EMEA	24.2%	20.3%	25.4%
		BELGIUM	19.0%	19.6%	6.4%
		FRANCE	13.0%	16.0%	14.3%
		LUXEMBOURG	24.0%	20.0%	17.7%
		SPAIN	0.0%	0.0%	25.0%
		TUNISIA	26.0%	20.6%	29.4%

REF	CSR INDICATORS	SUB-INDICATOR	FY16	FY17	FY18
SOCl	Regretted Attrition rate	EMEA	17.8%	16.9%	21.4%
		BELGIUM	4.0%	9.8%	2.1%
		FRANCE	8.0%	10.0%	6.3%
		LUXEMBOURG	19.0%	17.1%	11.3%
		SPAIN	-	-	-
		TUNISIA	20.0%	18.4%	26.3%
SOCl	Recruitment over the period	GLOBAL	94	181	330
SOCl	% Recruitment By Country	BELGIUM	4.3%	1.7%	2%
		FRANCE	6.4%	5.0%	2%
		LUXEMBOURG	7.4%	2.2%	1%
		SPAIN	0.0%	2.2%	1%
		TUNISIA	81.9%	89.0%	79.7%
		UNITED KINGDOM	-	-	10.6%
		UNITED STATES	-	-	2.4%
		CHINA	-	-	0.9%
		SINGAPORE	-	-	1.5%
		HONG KONG	-	-	0.3%
		SOCl	% Recruitment by LONG contract type (versus SHORT)	GLOBAL	44%
BELGIUM	100%			100%	80%
FRANCE	100%			100%	100%
LUXEMBOURG	100%			100%	100%
SPAIN	100%			100%	100%
TUNISIA	32%			39%	40%
UNITED KINGDOM	-			-	86%
UNITED STATES	-			-	100%
CHINA	-			-	100%
SINGAPORE	-			-	100%
HONG KONG	-			-	100%
SOCl	Rate of stability (Total recruits still present/total recruits)	GLOBAL	94%	84%	87%
		BELGIUM	100%	67%	60%
		FRANCE	100%	78%	100%
		LUXEMBOURG	100%	100%	67%
		SPAIN	-	100%	50%
		TUNISIA	92%	84%	91%
		UNITED KINGDOM	-	-	60%
		UNITED STATES	-	-	100%
		CHINA	-	-	100%
		SINGAPORE	-	-	100%
		HONG KONG	-	-	100%
SOCl	Average age	EMEA	33.4	32.6	32.7
		BELGIUM	39.2	38.8	38.5
		FRANCE	35.4	34.2	35.3
		LUXEMBOURG	37.6	37.9	38.6
		SPAIN	-	43.2	39.5
		TUNISIA	31.9	31.2	30.6
SOCl	Seniority , Average experience	EMEA	7.2	7.7	7.4
		BELGIUM	-	-	16.0
		FRANCE	-	-	9.7
		LUXEMBOURG	-	-	14.1
		SPAIN	-	-	15.7
		TUNISIA	-	-	5.7

REF	CSR INDICATORS	SUB-INDICATOR	FY16	FY17	FY18
SOCl	% Workforce by years of experience	0-2 YEARS	20%	20%	26%
		2-5 YEARS	23%	22%	21%
		5-10 YEARS	33%	29%	26%
		10-20 YEARS	20%	24%	21%
		Over 20 years	4%	5%	5%
SOCl	Retention (Average length of service in the Group)	EMEA	5.1	5.3	4.9
		BELGIUM	-	-	9.2
		FRANCE	-	-	6.4
		LUXEMBOURG	-	-	9.7
		SPAIN	-	-	14.8
		TUNISIA	-	-	3.8
SOCl	% Workforce by years of service in the Group	0-2 YEARS	34%	31%	24%
		2-5 YEARS	24%	28%	24%
		5-10 YEARS	28%	25%	26%
		10-20 YEARS	14%	15%	19%
		Over 20 years	0%	1%	6%
SOCl	International mobility	GLOBAL	13	32	18
SOCl	% Mobility per Destination Country	TO BELGIUM	20%	6%	17%
		TO FRANCE	77%	78%	72%
		TO LUXEMBOURG	8%	3%	0%
		TO SPAIN	0%	13%	0%
		TO UNITED KINGDOM	-	-	6%
		TO UNITED STATES	-	-	0%
		TO CHINA	-	-	0%
		TO SINGAPORE	-	-	6%
		TO HONG KONG	-	-	0%
		SOCl	% Mobility per Origin Country	FROM BELGIUM	-
FROM FRANCE	-			-	6%
FROM LUXEMBOURG	-			-	0%
FROM SPAIN	-			-	0%
FROM TUNISIA	-			-	83%
FROM UNITED KINGDOM	-			-	6%
FROM UNITED STATES	-			-	6%
SOCl	Average days training per person	EMEA	7	10	13.7
SOCl	Number of days training	EMEA	4 541	6 663	10 182
SOCl	Days given by internal trainers	GLOBAL	497	994	494
SOCl	% Days given by internal trainers by country	BELGIUM	-	-	8%
		FRANCE	-	-	3%
		LUXEMBOURG	-	-	6%
		SPAIN	-	-	0%
		TUNISIA	-	-	83%
SOCl	Training Cost External & Internal VERMEG Academy (EUR, €)	EMEA	313 340 €	520 580 €	1 702 967 €
SOCl	Average Training Cost by Employee (EUR, €)	EMEA			2 287 €
FAIR VALUE SHARING					
SOCl	Salary Gap lowest versus highest ("Expert Manager" / "Junior")	BELGIUM	2,5	2,1	3,8
		FRANCE	2,0	2,4	2,1
		LUXEMBOURG	2,2	2,2	2,2
		SPAIN	-	-	-
		TUNISIA	4,8	4,9	4,9
SOCl	Training Budget Rate (training cost/wage bill)	GLOBAL	1,1%	1,8%	3,2%
SOCl	% Of company capital held by the staff	GLOBAL	5%	5%	5%

REF	CSR INDICATORS	SUB-INDICATOR	FY16	FY17	FY18
NON-DISCRIMINATION - DIVERSITY					
SOCI	Workforce older than 55	GLOBAL	7	6	42
SOCI	% Workforce older than 55	GLOBAL	1.1%	0.9%	4.0%
		BELGIUM	3.8%	4.3%	11.5%
		FRANCE	2.1%	1.6%	3.9%
		LUXEMBOURG	1.4%	0.0%	3.7%
		SPAIN	0.0%	0.0%	0.0%
		TUNISIA	0.7%	0.6%	0.5%
		UNITED KINGDOM	-	-	14.3%
		UNITED STATES	-	-	27.0%
		CHINA	-	-	33.3%
		SINGAPORE	-	-	0.0%
		HONG KONG	-	-	11.1%
SOCI	Workers with a handicap	GLOBAL	-	1	4
SOCI	% Workers with a handicap	GLOBAL	0%	0.2%	0.4%
SOCI	% Recruitment by age range	Senior recruitment >55	2%	0%	2%
		Recruitment between 25 and 55	49%	62%	82%
		Young recruitment =<25 & first-time job-seekers	49%	34%	16%
SOCI	Female Number	GLOBAL	226	254	398
SOCI	% Female repartition by Country	BELGIUM	-	-	4.0%
		FRANCE	-	-	4.8%
		LUXEMBOURG	-	-	3.0%
		SPAIN	-	-	0.0%
		TUNISIA	-	-	66.6%
		UNITED KINGDOM	-	-	7.8%
		UNITED STATES	-	-	2.8%
		CHINA	-	-	10.1%
		SINGAPORE	-	-	0.8%
		HONG KONG	-	-	0.3%
SOCI	Gender Diversity: % Female	EMEA	35%	37%	38%
		BELGIUM	24%	29%	31%
		FRANCE	27%	33%	25%
		LUXEMBOURG	23%	25%	22%
		SPAIN	0%	0%	0%
		TUNISIA	32%	37%	44%
		UNITED KINGDOM	-	-	28%
		UNITED STATES	-	-	30%
		CHINA	-	-	47%
		SINGAPORE	-	-	33%
		HONG KONG	-	-	5%
SOCI	% Female recruitment(Female/Total recruitment)	EMEA	35%	37%	42%
		BELGIUM	17%	66%	60%
		FRANCE	17%	30%	20%
		LUXEMBOURG	86%	100%	0%
		SPAIN	-	0%	0%
		TUNISIA	32%	37%	46%

REF	CSR INDICATORS	SUB-INDICATOR	FY16	FY17	FY18
SOCl	% Women in management versus men	EMEA	25.7%	28.6 %	24.4%
		BELGIUM	-	-	21%
		FRANCE	-	-	32%
		LUXEMBOURG	-	-	9%
		SPAIN	-	-	0%
		TUNISIA	-	-	28%
		SOCl	% Women By Level	Women at Junior Level	-
Women at Confirmed Level	-			-	44%
Women at Senior Level	-			-	32%
Women at Manager level	9%			17%	20%
Women at Director level	13%			17%	10%
Women in Executive Committee	7%			14%	14%
Women in Board	25%			25%	25%
SOCl	% Of Women by Profile Versus Men	Women Technical Profile	-	-	33%
		Women with Business Profile	-	-	44%
SOCl	Seniority of Women, Average experience	EMEA	-	-	5.6
SOCl	Seniority of Men, Average experience	EMEA	-	-	8.5
SOCl	Gap of salary Manager Women Average / Men	BELGIUM	-	-	91%
		FRANCE	-	-	91%
		LUXEMBOURG	-	-	100%
		SPAIN	-	-	0%
SOCl	Cultural Diversity: Number of Nationalities	GLOBAL	15	12	24
		BELGIUM	-	-	7
		FRANCE	-	-	8
		LUXEMBOURG	-	-	9
		TUNISIA	-	-	10
		CHINA	-	-	2
		UNITED KINGDOM	-	-	7
		UNITED STATES	-	-	5
SOCl	% Employee By Nationality	BELGIUM	-	-	6.2%
		SPAIN	-	-	0.1%
		FRANCE	-	-	4.6%
		LUXEMBOURG	-	-	0.4%
SOCl	% Employee By Nationality	TUNISIA	-	-	63.8%
		UNITED KINGDOM	-	-	10.4%
		UNITED STATES	-	-	3.5%
		CHINA	-	-	9.3%
		OTHERS & MIXT	-	-	1.8%
SOCl	Number of charters signed	GLOBAL	1 (WEPS, The Women's Empowerment Principles, www. weprinciples.org/ Site/Principle Overview)	1 (EEO, Equal Employment Opportunity Statement, www. VERMEG.com/ empowered)	1 (UNGP, United National Global Compact, https:// www.unglobal-compact.org/ what-is-gc/partici-pants/132942)

TERRITORIES

CONTRIBUTION TO WEALTH CREATION IN THE TERRITORIES

TERR	Partnerships with external stakeholders on societal issues	GLOBAL	5	9	11
TERR	Budget contributions to Territories (EUR, €)	EMEA	-	78 230 €	132 460 €

REF	CSR INDICATORS	SUB-INDICATOR	FY16	FY17	FY18
TERRITORIES					
CONTRIBUTION TO EDUCATION IN THE TERRITORIES					
TERR	Budget For Student & School Support (EUR, €)	GLOBAL	12 000 €	32 500 €	46 000 €
		Sponsored Local study grants	-	15 000 €	22 500 €
		Overseas study grants	9 000 €	13 500 €	13 500 €
		Student Projects/events	3 000 €	4 000 €	7 000 €
		School Projects/events	0	0	3 000 €
TERR	Grants for study & student project	Local	0	4	6
		Overseas	2	3	3
TERR	Education-related partnerships in the regions	GLOBAL	4	7	15
TERR	People impacted by these education programs	GLOBAL	-	-	-
TERR	Hours supporting educational initiatives	GLOBAL	90	140	180
RESPONSIBLE BUSINESS					
ECO SOCIO-DESIGN OF PRODUCTS & SOLUTIONS					
BUSI	Market Awards	GLOBAL	-	2	4
BUSI	Product & Services Certifications	GLOBAL	-	3	5
BUSI	Business ethical failings/breaches reported	GLOBAL	-	-	0
BUSI	Treatment of Business ethical Incidents	Handled Incident	-	-	100%
BUSI	Data Protection/Information Security Certifications	GLOBAL	1	1	1
BUSI	Data Protection/Information Security failings/breaches reported	GLOBAL	-	-	42
BUSI	Treatment of DP/IS Incidents	Handled Incident	-	-	100%
SUSTAINABLE PURCHASE					
RESPONSIBLE PROCUREMENT					
PROC	Supplier who signed VERMEG Code of Conduct	GLOBAL	-	-	4
PROC	IT Supplier who signed VERMEG Code of Conduct	GLOBAL	-	-	3
		GLOBAL	-	-	2
		ISO 26000	-	-	1
		ISO 14001	-	-	1
PROC	Suppliers with CSR Certification	ISO 45001	-	-	1
		EcoVadis	-	-	1
		Other CSR Certification	-	-	2
PROC	Banished suppliers for non CSR Compliance	GLOBAL	-	-	1
PROC	Solidarity purchase Budget versus Global Purchase	GLOBAL	-	-	9%
PROC	Recycled paper purchase / Total Paper Purchase (%)	GLOBAL	-	-	1%
PROC	IT Notebook PC life-time (years)	GLOBAL	-	-	-
PROC	IT Desktop PC life-time (years)	GLOBAL	-	-	-
PROC	IT servers life time (years)	GLOBAL	-	-	-
CULTURAL AND ARTISTIC DEVELOPMENT					
SPONSORSHIP					
SPON	Budget allocated to Art patronage & Cultural initiatives (EUR, €)	GLOBAL	-	152 000 €	81 000 €
SPON	Budget allocation between Talents	EXTERNAL TALENTS	100%	90%	20%
SPON	Budget allocation between Talents	INTERNAL TALENTS	0%	10%	80%

REF	CSR INDICATORS	SUB-INDICATOR	FY16	FY17	FY18
SPON	Budget Allocation by type of Art & Culture	ARCHITECTURE	0%	0%	0%
		SCULPTURE	10%	5%	0%
		VISUAL ART (painting, drawing, etc.)	75%	50%	20%
		MUSIC	0%	10%	2%
		LITERATURE (poetry, playwriting, storytelling, ...)	0%	5%	0%
		PERFORMING ART (theater, dance, mime, circus,...)	5%	10%	1%
		CINEMA	5%	5%	0%
		MEDIA ART (radio, TV, photography, etc.)	5%	5%	0%
		CULTURAL HERITAGE & EXCHANGE	0%	10%	77%

AWARDS



Best regulatory reporting platform/service: Oracle Analytical Applications in conjunction with Lombard Risk



Collateral platform provider of the year



Risk Management Technology award winner Megara



Best Regulatory Reporting Solution - 2018

CERTIFICATIONS

GLOBAL CERTIFICATIONS



Microsoft Partner
Silver Application Development



United Nations
Global Compact

PRODUCT CERTIFICATIONS



2018
Corporate Actions



2018
Collateral Management



2018
Securities Settlement



AWS Partner Network: Standard Technology Partner, Financial Services Competency

GLOSSARY

Main References

Best Place to Work: page 53
Code of Conduct: page 64
CSR Policies Hand Book: page 64
Ecovadis: page 12
Glassdor: page 53
Greenhouse gas (GHG): page 33
Human rights Campaign: page 51
Iso26000: page 12
Materiality Matrix: page 17
Peakon: page 53
Scope 1, Scope 2 and Scope 3 of the GHG Protocol: page 76
United Nation Global Compact: page 12
United Nations Sustainable Development Goals: page 18
Women Empowerment Principles: page 47

Acronyms

APAC: Asia Pacific
BCP: Business Continuity Plan
CSR: Social Corporate Responsibility
EMEA: Europe Middle East Africa
FTPD: Fondation Tunisie Pour Development
GDPR: General Data Protection Regulation
IS: Information System
IT: Information Security
KPI: Key Principle Indicators
LATAM: Latin America
NAM: North America
TACT: Tunisian Association For Communication and Technology
VTO: Volunteering Time Off
WC: Work Council

Main Links

<https://www.un.org/sustainabledevelopment/sustainable-development-goals/>
<https://www.iso.org/fr/iso-26000-social-responsibility.html>
<https://www.ecovadis.com>
<https://www.vermeg.com/empowered.html>

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