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January 2016



SAB COMMITMENTS FOR A SUSTAINABLE DEVELOPMENT

Progress Report



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Introduction



1

LETTER FROM THE PRESIDENT

Every day we act for tomorrow.

Our Communication on Progress 2014, subject to external evaluation as part of the Club Advanced procedure, translated all our ambition to continue in our commitment of 2007 to support the fundamental principles of UN Global Compact (Human Rights, Labour Standards, Environment and Anti-corruption). The « Advanced » validation, obtained for the 2nd time, was an objective recognition of the sustained efforts that SAB Group reaffirms in this 8th report by demonstrating the necessity to reconcile these principles with the corporate governance.

Aware of the impact of this distinction, SAB didn't hesitate to be more actively involved in the French network of the Global Compact and supported him in his work, several times in 2015, proving perseverance to work toward continued improvement and eagerness to share its expertise with other companies, as it was the case during the implementation of the platform Advanced.

Over the past few years, the company has certainly changed scale with all the disruption that this might entail, but business ethic principles that SAB has been providing during all these years become now part of its DNA and what was considered yesterday as a constraint is gradually gaining ground as a major artery of development.

Accordingly, large-scale projects have been validated to support the strategy of the Group and adapt the management processes to the growing size of SAB. Nothing will be left out—activities, control of management, accounting, invoicing, resources—, everything is and will continue to be implemented to help the company to evolve in a sustainable and responsible way.

The recent investment of the World Bank in SAB, via its financing fund the IFC, carries with it some obligations emanating from the ethical requirements imposed by the quality of such partner. This also means new conventional rules of governance that IFC is experienced to incorporate. These rules provide a major addition to the development of the company creating an adjustment between the improvement of its functioning quality and its serious ambition of development.

It should be noted that IFC carries high standards of requirements and vigilance, beyond those linked to sustainable Development hence it becomes more vital than ever for us to pursue our development according to the spirit and the moral and professional behaviour that we have always followed and respected.

The era of intense communication in which we live gives us the opportunity to attest true actions in all transparency. This has become essential and inevitable and I know that we can rely on all to sustain this exemplary direction. Consequently, I renew with enthusiasm and conviction the commitment of SAB Group to promote the principles of the Global Compact.



Founding President of SAB GROUP

« It is easy to take decisions when we know their values. »

Roy Disney

BRIEF SUMMARY OF THE GROUP ACTIVITIES– 1/2

Since 25 years, SAB is the French editor of a complete platform and components that give life to all banking business lines.

Whether in retail bank, private bank or for the new applications of the digital bank or e-money, SAB solutions meet the functional and technical requirements within the shortest implementation deadlines.

SAB software package offers are also enriched with a complete range of tasks and services starting from integration to the supply of « cloud » mode, going through training or outsourcing of back-office.

With IFC (member of the World Bank Group) as a new shareholder, SAB continues to develop its offer and its expertise. The Software as a Service (SaaS) and the go-live of new banks in new countries are the vector of our growth.

Since its creation, more than 200 banking references, installed worldwide and over the 5 continents, have trusted SAB and its 640 employees, true experts on both the functional and technical levels.

MORE THAN 200 REFERENCES

Banques de détail	Banques privées	Banques d'entreprises	Etablissements de paiement et nouvelles activités
       	         	            	      

BRIEF SUMMARY OF THE GROUP ACTIVITIES– 2/2

The software package SAB AT has been deployed in more than 20 countries. The management of its correct functioning and the continuity of its run schedule are ensured by support centers mainly in France, Lebanon, Tunisia and Tahiti.

Outside France, the commercial presence is ensured by many subsidiaries :

- SAB Tunisia for Algeria, Tunisia and Central Africa countries
- SAB Morocco for Morocco and West Africa
- SAB Mediterranean for the Middle East
- SAB International for Gulf , ASEAN and Anglophone Africa countries.

SAB is a « French Touch » of the banking life, recognised from France to Africa, and from the Middle East to Polynesia, fully trustful and innovative for the years to come.



ENDORSED PRINCIPLES

The ongoing implemented actions and new initiatives reflect once again this year the support provided by SAB Group to the 10 principles of the UN Global Compact ([Ref. ANNEX « History of SAB CSR Approach »](#)).

All company departments contribute to this end and numerical results, which are presented in the different chapters below, are collected throughout the year by these departments (transversality of the involvement).

The sustainable Development committee, composed of 6 members including the President of SAB and representing all sites/subsidiaries, performs the analysis, draws conclusions that will serve as a framework to the approach of next year and proceeds to the drafting of this report.

Informing our stakeholders is integrated in our communication and involvement approach.

For this purpose, the sustainable Development committee worked with the legal department so that the CSR clauses are included in the contracts that bind us to our suppliers and our clients, in order to make them aware of the great principles of the Global Compact. These clauses, finalised end of 2015, were submitted for validation to the members of the Management Committee. No objections were raised ; they are now included in all contracts since 1st of January 2016.



Sustainable Development Committee



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Social Responsibility



2



HUMAN RIGHTS AND WORK STANDARDS

We confirm that our enterprise respects fully the French legislation, incorporating all the international conventions, and that our field of business makes us less exposed to situations involving the violation of human rights.

In addition, we also ensure that our stakeholders do the same. Partnerships and providers, of whom we have external staff on group sites, are subject to our attention, especially in what concerns the hiring of ad hoc or permanent providers and that of student trainees.

Hence, it applies to its entire staff, as well as to the external staff, the provisions of the Labour Code in force in France and respects the Articles L 4153 of the Code.

SAB respects all the work standards (freedom of association and the right of collective bargaining, elimination of any form of forced or mandatory labour, abolition of child labour, elimination of employment and occupational discrimination) and applies a well precise conduct rules concerning these standards.

In addition, SAB faithfully applies the recommendations given by the French Government and / or the Ministry of Foreign Affairs, whenever when a risk or conflict arises in the countries of our subsidiaries and our clients :

- Client missions immediately stopped
Regarding implantation sites, everything is done to protect employees (moving to secure areas and mainland sites: Lebanon 2006)
- Concerning areas with health risks, warnings from the Ministry of Foreign Affairs are considered by the Human Resources Management that keeps watching

RECRUITMENT – 1 / 3

INTEGRATION

- Human resources management, responsible of recruitment, issues each new member of staff a work contract describing the work conditions, termination conditions, plus the job description.
- On their first day, new members of staff receive an intranet download of the welcome booklet issued by the Human Resources software and which contains a lot of information about daily life within the enterprise :
 - Internal rules,
 - code of ethics
 - management of business expenses, leaves, periodic penalty payments procedures
 - professional convention.

A customized access to this tool is given to them so that they can browse it at their convenience.

▪ Within the fifteen days that follow the recruitment, a day of integration is organised so that all the departments can brief themselves and at this moment, It is an opportunity to introduce the Sustainable Development approach to the new member of staff (employee or provider/interim); several pages within the software are dedicated to the subject of Sustainable Development under the heading of « communication » and an information message on the approach is addressed to the new member of staff by the head of the Sustainable Development Committee. It is an occasion to help educate the individual on the appropriate use of equipment and the appropriate eco-citizen behaviour.

▪ The company undertakes to provide members of staff with the best possible working environment (fixed or portable according to the function), own telephone line, and Internet/Intranet access in order to allow the accomplishment of their tasks.

RECRUITMENT – 2/3

WORKING CONDITIONS

The Human resource management is vigilant about the working conditions and if an employee suffers from a posture problem, the human resource management makes every effort so that the employee is followed by an occupational therapist.

Thus, a complete workstation (mouse, ergonomic keyboard, footrest, chair) was made available to the employee. This file was funded by SAB and the AGEFIPH.



Working conditions, the associated risks and means of prevention and response thereto are defined annually by the HR management in agreement with the personnel representatives (HSC). They are recorded in a single document called DU.

- As part of travel in France and abroad, including in areas at risk, an insurance contract with broad coverage is implemented. The insurer provides the necessary arrangements- especially the repatriation of people- when health problems or occurrence of a conflict that necessitates the departure from the country. It should be noted that Lebanon, host country of one of our sites is not considered a hazardous area

All information on this subject can be found by each employee on HR intranet. In parallel, a health monitoring is provided by the HR management which follows the recommendations of the Ministry of Foreign Affairs.

To improve working conditions and in the context of work between the HSC and the HR division, it was decided to create on SAB France Site groups of « consultants on working conditions ».

These groups including between 5 to 10 persons will receive training throughout the year on topics related to working conditions. These trainings (1h to 2h) will be organised once or twice per year. They will be provided by outside parties (health service at work, at university, ...), by members of HSC and members of HR division.

Every consultant will become a resource person for SAB employees in order to provide them with practical advices and to diffuse information on the working conditions.

A work and environment hygienist and the occupational physician in charge of employees of Vannes site, convinced of the benefit of this project, have accepted to guide us. That is how the first training meeting on the theme of work on screen was organised.



RECRUITMENT – 3/3

WORK CONTRACTS

- Work contracts are normally open-ended (99%), with a few others fixed for a determined period to cover high levels of work generated by temporary projects or to replace a company employee during a long-term absence.

SOCIAL BENEFITS

- 100 % of the employees of SAB France, Monaco and Polynesia are covered by collective agreement. The same case applies to SAB Tunisia.
- At all the Group sites, employees receive competitive benefits. It should be noted that these competitive benefits specific to the French law are also granted to employees of foreign sites. Accordingly, a large agreement exists between GD and HRM and GD/HRM of subsidiaries.
This applies to :
 - holidays: the company provides additional days to those provided by the Labour Law of the country where SAB site is based
 - a financial contribution for lunch which takes the form of a meal or a package,
 - a health insurance for all employees of the Group (standardisation for all the sites of France since 01.01.14)
 - permanent travel insurance for all the employees.
- Training for all the Group employees, including in the sites/subsidiaries countries where it is not imposed by the Law.
- The organisation of annual trip for the employees outside France, sites that do not have socio-cultural activities structure like the French EC.
- Regarding disability and occupational integration and failing to meet the quota required by law, SAB conduct further actions involved in creating and sustaining many jobs within these two categories in the partnership with a supplier for the collection and sorting of office waste (paper, cardboard, plastic bottles). In addition to the head office, a 2nd site is now committed with the same partner and a file is under study in a 3rd site.

*In order to focus on disability but outside the context of work,
The HRM has decided in cooperation with the Works Council,
Within the context of socio-cultural action to launch a « Disability campaign » in 2016.*



TRAINING

The initial training takes an important place and the continuous training is provided according to the employees motivations and skills and according to the requirements of the company mainly during restructuring or business evolution.

In 2014, the percentage of the payroll dedicated to training on SAB France sites was 2,67 % or an increase 0,60 % from 2013 and 1 % higher than the legal obligation. The very slight decrease in the number of trained employees (158 instead of 164) is explained by a higher cost of the training.

Training in English initiated on one of the sites of the French metropolis and followed by 54 % of employees, was renewed in 2015 and extended on two other sites, always in the French metropolis.

As in past years, an emphasis is placed on training employees of subsidiaries in countries where the law does not impose.

	SAB France		Group
	Number of trained employees	Percentage of Total payroll	Total number of trained employees
2013	164	2,06%	329/619 (53%)
2014	158	2,67%	437/640 (68%)

It should be noted that 279 employees were trained outside the sites of France (165 last year) or a total of 437 individuals for all the Group (329 last year) representing an increase of 33 % of trained employees on all sites.

A vast field of « training », initiated and managed by SAB Academy service, independent of the human resource management, has been under development since few months (Ref SAB Academy)

TRAINING- SAB ACADEMY



SAB Academy is a training institute at the service of SAB Community: employees, clients, integrator partners.

This academy, , while promoting the enhanced skills of the teams, as well as training and transfer of skills to our partners and clients, will propose:

- Certified training programs,
- An on-line learning platform to facilitate self-training,
- Future establishment of an on-line help and a « GPS » for the users to facilitate the handling of SAB AT. Software package

The e-learning mode that will facilitate access to all training. In addition to the flexibility of use, that is to say at any moment by the employee or the client, Saas mode installed for this equipment will result in significantly reducing the logistics and to have better follow up of training.

As a result of the study conducted from the end of 2014 until the fall of 2015, 150 modules were listed and 36 were implemented.

Although independent department of the HR Management, SAB Academy works closely with the latter as will be seen in the following paragraph.

Presentation SAB Academy teaser via Youtube sab2i TV channel

Click on the picture to launch the teaser.



THE EVOLUTION

- Until now, the employees had, at the end of the year, an individual evaluation interview with their manager in order to assess the role of each one over the course of past year and to prepare for the coming year.
- A new and mandatory meeting, called « performance evaluation interview » starting 2016, has already been implemented. Thus, all employees have been interviewed during the last quarter of 2015, due to more or less long absence (sickness, maternity).

The Human resources management and SAB Academy objective is to implement a system which enables matching the HR Management planning with the one of SAB Academy.

- Employees in the 2nd period of carrier more numerous each year, are the result of aging as well as hiring.
- Employees referenced « seniors » (45 years and older) represent around one third of the workforce of SAB French metropolis, or 104 employees of a total of 324. Regarding the hiring realised the last two years for SAB France, the percentage of seniors has increased slightly:
 - ✓ 2014 : 5 seniors/23 recruitments, representing 22%
 - ✓ 2015 : 12 seniors/45 recruitments, representing 27%

The generation contract is subject to a skills mapping. Its objective is to reposition all the employees (title/function, coefficient) according to the competency map of the collective agreement.

This mapping is performed by activity and the one of the Client-Relation department is completed. In the continuity, the ones of Production and Maintenance departments will be finalised by the spring and the ones of the services « Support » (administrative, commercial, legal...) will be completed by the end of 2016. All the activities of the company will be mapped for the period 2015-2016.

- Part-time contracts continue to be granted or renewed. They increase slightly each year and cover both employees in 2nd period of career and young employees (including few men) for whom the demand is mainly justified as being in charge of toddlers.

On one of the sites of the French metropolis, there are 28 part-time , representing 20% of the site workforce.

- Some early retirees, who are decided not to retire completely, have requested to continue in their work. They provide specific missions and remain integrated to the young teams the time of the transmission of knowledge and know-how.
- The MOVE project announced in the introduction letter, refers to a big project to support the evolution of the company. In addition to accounting and management control, it is planned to optimise the planning of the departments linked to the business (Client-relation, Production, Maintenance).

Accordingly, the objective is to open the human resources skills of one department on another one and thus focus on the need of true cross-connection of skills for the benefit of all the Group, to come out from behind the closed doors in a way. This project, a real enrichment for the company, is given two years to be completed.



WOMEN AND MEN

Since its establishment, SAB has pursued a very open policy related to recruitment, characterized by a rich mix of human diversity: nationalities, cultures, languages, women / men parity. This factor is as important in SAB internal communications as it is in its communications with clients based throughout the world, and allows the Group to naturally absorb local differences-respect of public holidays (traditional and religious)-. The Group includes 18 nationalities.

This « mix » also allows a more in-depth approach to the sustainable development process; since each country has its own sustainable development policy initiated by its own governing body.

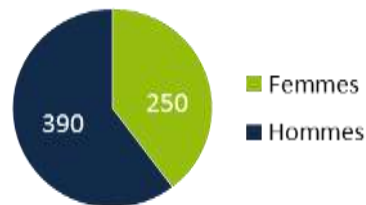
- The parity at the level of the Group is identical to the new hires in 2015. Thus, of the 77 new employees, 31 are women and 46 are men.

With a total staff of 640 individuals, divided into 250 women and 390 men, our company continues to show a parity around 40 % of women to 60 % of men, whereas it has been always noted a strong representation of men in this sector of business.

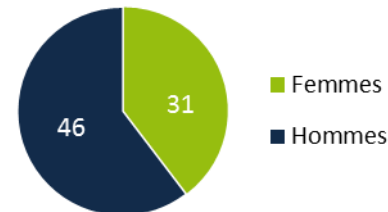
It is also to be noted the significant representation of women :

- At the Management Committee in a ratio of 2 women / 5 men equalling 29 % of women,
- At the projects management in the Client-Relation department, 4 posts, from 8 dedicated ones, are occupied by women, or a parity of 50/50.

Group parity



New employees parity 2015



EDUCATIONAL ACTIVITIES– 1/3

- The educational partnerships apply from college to university in the form of internships, alternating work-study contracts (apprenticeship and professionalisation) and are as follows :
 - 10 internships ranging from a period of few days (college discovery internship) to 3 months,
 - 3 professionalisation contracts for a period of 24 months ; they concern 2 women and 1man,
 - 3 apprenticeship contracts over a period of 3 years (2013-2016)
- Continuation of commitments made in 2013 with the world of education and research
 - Support of UBS in the establishment of a new specialty "cyber security", unique training of its kind in France. The support of SAB was formalized by the signing of a training agreement for three young apprentices within a promotion of 24 students.

At each major step in the progress of this curriculum, SAB is present among students, it was the case at the opening of the cyber center in September 2015 and during which the demonstration of a crisis unit in real condition enabled measuring the importance of this curriculum.



La cybersécurité : Un métier d'avenir !



dinateurs, tablettes, téléphones,...) des cybermenaces. La chaîne de télévision FR3 leur a consacré tout récem-

Depuis un an, nous formons, ment un reportage dans lequel l'un de nos apprentis, ingénieurs en cyberdéfense. Cette nouvelle filière de l'Université de Bretagne EN- SiBS est unique en France et a pour objectif de former des ingénieurs en cyberdé- France a besoin de 1 000 ingénieurs experts en sécurité des systèmes d'informa- systèmes d'information for- tion par an.

EDUCATIONAL ACTIVITIES– 2/3

Creating a Trophy for sustainable finance, is an award intended for the best scientific work or thesis on sustainable finance. SAB, a technology company at the service of finance, includes two domains in constant evolutions/revolutions where the role of research is crucial.



Remittance of sustainable finance award
February 2015



It is therefore very natural for SAB to feel the need to bring these two worlds together and to decide to give its support to create a research award in line with its business and values that make a company socially responsible and involved in development values and progress.

The winning contributions focus mainly on the means and actions enabling the finance and the financial system to better resistant to crises and to be resilient on the long run.

Two prizes have been already awarded in 2014 and 2015 and it is always the occasion for the Group Management to renew its public commitment with regard to CSR.

EDUCATIONAL ACTIVITIES – 3/3

- SAB participation to ESSEC Business & Society seminar. The purpose of the event, 5th edition, was to demonstrate to the students that the responsible company is a real and serious issue which covers concrete realities, and to raise awareness and incite students to be committed.



Olivier Peccoux à l'Essec devant un groupe d'étudiants.

By answering to the invitation, the President of SAB provided advice to three groups of students and the exchange was based on very concrete actions.

- As part of the payment of the apprenticeship tax, which funding is oriented for more than 50%, we have the ability to decide on the allocation of payment but still the destination remains for training organizations.

Our support involves local actions next to our sites based in the French Metropolis and since many years, management has selected a broad diversity of themes with a direct link to Sustainable Development fundamentals (environment, disability, integration of young people). This selection is the result of a joint approach between the Management, the Human Resources and the Sustainable Development Committee.


In 2012 we have focused on the integration of young then on disability 2013.

After having focused on biodiversity in 2014, in 2015 « climate year », we continued to support the environmental projects but in more diverse areas (urban agriculture, international solidarity around the theme of water, bioclimatic buildings, preservation of wild pollinators).

The helped establishment transmit the results of engaged actions thanks to this support (permanent financing sometimes), which enables us to have connection with them. Some invites us to discover the achievements performed and to hear their testimony.

The partner establishments of engaged actions with the university (cyber-security and sustainable finance) have also received a financial support for their training programs via this tax.

COMMUNICATION

- Annual meeting on each site to distribute to all the employees the results of the company and its strategy for next year acting thereby the transparency of our actions.
- Regular meetings of HR Management with the Workers Committee, staff representatives, the HSC and the Committee of Sustainable Development. A project on disability is currently being finalised with the HR and will be achieved during 2016 (see § hiring/purchasing managers).
- Annual meeting of the General Management with the Committee of sustainable Development, then transversal regular meetings with other departments/managements.
- Regular publication (3-4 times/year) of the activities and news of the company addressed to employees, via the internal newsletter.
- The newsletter « SAB Infos » for clients has been replaced by « SAB Scope » newsletter distributed electronically to our clients, around 3 times per year.
- Meetings are also organised with the providers whose staff members are operating on the sites of SAB.
- Permanent information on our approach both externally (the page « sustainable development » on the website ) and internally (a forum in the quarterly newsletter of the Group, a scoreboard on which is registered the President engagement, via the dedicated e-mail and in the quarter following the hiring, a presentation on the approach by the responsible of the sustainable development and brought into contact with the sustainable development committee member on the work site of the employee. For this end, all the sites have their representatives.



The HR management and the Sustainable Development committee interact regularly :

- Implementation of good practice :
 - Presentation of the Sustainable Development approach during the integration day,
 - Information on the Sustainable Development approach via the HR intranet RH along with all other information,
 - joint study for the selection of the variable part of the apprenticeship tax.

The HR Management asks when appropriate the Sustainable Development Committee on subjects correlated with labour rights and sustainable development, an integral component on the 1st page of the Group's organizational chart. As such, the HR Management can point to existing practices or project, during its monthly meetings, to the Management Committee.

Organisation of « OPEN SAB » encounters late morning/lunch or late afternoon/pause aperitif on topics related to activities and life in general within the Group, has enabled strengthening the links between the teams, discovering such or such function within a department, getting to know a department from another site.

These *Open SAB encounters* had a real success on the site that launched the idea and some sessions were organised at the company headquarter in recent months.





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Environmental
responsibility



3

EQUIPMENT AND ELECTRIC AND ELECTRONIC WASTE PRODUCTS

For every acquisition of equipment, the purchasing department conducts a preliminary study with suppliers to include Sustainable Development principles. Information or discussion with the sustainable Development committee.

Electrical and electronic waste products are subject to recycling in line with the regulations currently in force, and several actions undertaken in 2010 and still pursued today have enabled their reduction :

- Central processing units and PCs are leased for 3 years (on a 1/3 year renewable basis); their recycling is therefore guaranteed by the manufacturer-supplier.
- Screens purchased at the end of the 3 years and kept till the end of their life-cycle. The oldest ones are then sold to the second-hand market in order to be re-used. They are also kept beyond 3 years in order to be installed as 2nd screen in the departments necessitating additional screens.
- Dematerialisation is adopted according to the needs, and at the opening or re-development of each site, only hardware or systems which observe sustainable development are installed and we are systematically in favour of server virtualization technology.
- Almost all used consumables are collected by the suppliers and service providers (toner, ink, cell phones, maintenance products, electrical equipment).



- **Other waste products** not covered by service providers are sorted and collected either by voluntary agencies (batteries), or by service provider (paper, cardboard boxes, plastics) and, at certain Group sites, in partnership with local authorities who make collection facilities available to companies.

In partnership with cleaning companies, eco-labelled products are used at 90% in the French metropolis sites and the staff is trained on the use of these products. Being a contributor to this process with these service providers, SAB participates to the respect of the environment.

ELECTRICITY CONSUMPTION

The consumption of electricity is also monitored and consumption monitoring is applied to almost all sites.

- Lighting, heating and air-conditioning are all subject to reminders to be used reasonably.
- Keeping equipment (screens) in standby mode during the day and switching off the majority of electrical hardware at the end of the day are widely recommended (computers, printers, photocopiers, video projectors, etc.) and slowly the movement is becoming a reflex .
- The air conditioning system of the internal data center has been completely renewed and on this occasion the most "green" technologies were used (lower electricity consumption, latest gas generation).

The decrease in the global electricity consumption is still going on in the French metropolis sites (-5%) while absorbing an increasing workforce (+4%).

If the weather was warmer starting 2015 – mild winter- the decrease in consumption disappeared quickly during summer as a result of heat wave.

Annual electricity consumption in KW

	2012	2013	2014	2015
SAB Fontenay	271 253	337 214	279 685	282 096
SAB Vannes	421 036	451 226	430 980	399 039
SAMIC Monaco	105 711	96 464	85 860	72 596
BPM Meylan	26 258	21 004	26 224	28 673
TOTAL	824 258	905 908	822 749	782 404

Finally, it is still difficult to obtain significant statistical results on sites outside France :

- **SAB Tunisia**, moving into much larger premises, the large acquisition of new equipment, including a converter and the summer heat of 2015 prevented from stabilising electricity consumption.
- **SAB Lebanon**, given the recurrent power cuts, is equipped with a private generator enabling the reduction of consumption at night as well as holidays and weekends. But the highly fluctuating public supply does not allow monitoring the consumption.



PAPER CONSUMPTION AND RECYCLING– 1/3

The reduction in paper consumption is again and always on our agenda, the main rule being « do not print unless necessary » and for which the Committee of Sustainable Development send regular reminders (posting, Sustainable Development messages).

- Paper version of the internal newsletter discontinued ; available to be read on-screen using the Human Resources management tool,
- More digitization by the administrative services :
 - ✓ The widespread adoption of bill payment by bank transfer and direct debit, which started in 2011 reached 99.99% and more than 95% of payment reminders are being made mainly by mail and by phone.
 - ✓ For inter-site mail transmissions in France, the internal solution is favoured via staff on business trips. Otherwise, the Post office « lettre verte » (green letter) is widespread.
- Reduction as much as possible of paper documentation for training purposes, made available on the server,
- E-voting for the 2nd time at the occasion of renewal of staff representatives: (see table on the opposite side).

	Before NEOVOTE	With NEOVOTE
Vote management	16 colours of papers with envelope for 283 voting members 260 Managerial staff for 8 colours or around 700 pages A4 23 Supervisors for 8 colours or around 60 pages A4 And thus 1 132 envelopes	HR slight intervention Flow of exchanges (NEOVOTE administrator platform) Thus no paper impact on all the process <i>Except the only legal requirements(official statements and postings are mandatory)</i>
Preparation period and election monitoring	Around 10 cumulated days * preparation : 2 days* Voting office: 4h*3pers.*3sites = 36h * DHL delivery charges * Counting: 2-3h*3pers.*1site = 6h * Drafting OS and signatures : 3h * HR monitoring of the procedure: 6h	4 persons at the voting office are requested: * 1h for urn closure and, * 1h30 for seals, recount and signature of documents
Time of employees vote	30min (displacement, waiting, vote, signature...)	3 min – no or slight impact on the planning- And remote management including non-working time schedule

➔ A financial cost of course, but fully off-set by the decrease in the payroll and logistic costs.



PAPER CONSUMPTION AND RECYCLING– 2/3

- Cartes de vœux électroniques depuis 2008,
- Paper : the decrease in consumption at the Group level continues year after year but differences are to be noted from one site to another for different reasons and especially at the Group headquarter :
 - ✓ Editions deport more and more systematic by the providers (banks, service providers) to SAB.
 - ✓ Electronic invoicing is more than ever on the agenda but not yet effective. A vast project has been launched to allow SAB to better manage its projects and activities and also to change management control process, accounting and invoicing. This project was introduced as a corporate approach at once profitable and responsible.
 - ✓ Significant increase in the number of contracts issued by the Commercial Department and SAB Services entity since 3 years.

Number of paper sheets printed / person / year

	2011	2012	2013	2014	2015
SAB Fontenay	2 089	1 442	1 421	1 531	1 166
SAMIC Monaco	2 772	1 009	800	765	765
SAB Vannes	826	581	500	526	429
SAB Lebanon	710	710	1050	965	460
SAB Tunisia	814	568	480	354	423
TOTAL	7 211	4 310	4251	4141	3 243

To be noted that digitization, a good practice for reducing paper consumption, can be used to print end documents (invoices, train and plane tickets, etc., ...); SAB is not spared and is printing the formally delivered documents by mail and this has been increasing over the past years, thus the company's effort to maintain a permanent decrease in these levels during the 10 last year.

An important effort is also to be noted in 2015 (-21%) than previous years and to highlight the performance of SAB Lebanon which has seen its consumption decreased by more than half from 965 sheets/individual to 460.

PAPER CONSUMPTION AND RECYCLING– 3/3

Paper consumption is inevitable, but as a corollary to this, every effort is made to ensure that the "used" paper is recycled to the maximum. Therefore, the introduction of recycling boxes is being widespread on the sites of the French Metropolis and this is the fitting occasion to involve service providers, specifically dedicated to this operation or via the cleaning company offering this service.

- At the head office of the enterprise, a partnership was signed by the end of 2013 in order to apply this system of collection and the sorting of paper, cardboard, cans and plastic bottles. SAB Employees were informed and made aware directly by the service provider teams of the purpose of this sorting to which they must participate daily.

Paper consumption has decreased, this means also less paper to recycle from 3,9 tons in 2014 to 3,16 tons in 2015. However, the results of this operation provided by the service provider reveals a positive environmental impact which enabled:

- saving 54 trees
- saving 95 m3 of water as well as 12656 Kwh,
- preserve 1 740 kg of Co2.



Through this system, SAB participates in the creation and development of over 250 jobs for individuals with disabilities and / or in professional integration and all employed on permanent contracts.

The implementation of this system is being finalised and is operational since the start of this year on the 2nd site ; an advanced project is in progress on a 3rd site of the Group.

- In consultation with the Urban Community where one of the Group's site is based, and after three years of sharing the collection of cardboard, grouping ten companies, it has been just set up, by the city, the collection of large packages for all companies. The initiative of a small group of companies has accelerated the development of a widespread collection that put time to be operational.

Other tracks are utilized to enhance the process :

- The purchasing policy of the Group has been oriented towards suppliers who have their own sustainable development plan; initiated in 2008, this purchasing policy has grown year-on-year (paper originating from forests labelled FSC Forest Stewardship Council which means papers with fibres coming from the forests and managed in a sustainable fashion)-, cleaning products referenced 'ecolabel', printers having recto/verso functions and in standby mode, etc...).

HOME/WORK RIDE

- Carpooling still in use today mainly on sites where public transport is less or little developed, including outside French metropolis is increasing significantly.

It is to be noted that carpooling concerns every kind of journeys: home-company, hotel- company during inter-sites travel, at lunch breaks.

At sites provision by urban communities, many sites have added on the Net. They allow to link people outside a company but geographically close (home and workplace).

SAB Vannes website participates with Vannes agglo to the challenge of eco-friendly transport in the eponymous week which is held in September of each year.

This phenomenon is developed on several sites and more and more employees are practicing this mode of transport in an internal or external way to the company.

- The use of public transport is high on sites where car use is slightly widespread but where bus-train-metro are widely developed (capital, major city). This concerns both the home-company trips and station / airport-company trips.
 - 62% of the head office employees (Ile de France) use public transport and most associate 2 to 3 kms of walking daily; it is a deserving "green" practice when we know the conditions under which we often travel.
 - 9% come on foot or on bicycle, some of them travels up to 15km / day.

It is also noted an increase in the use of such transport on the other Group sites, where they are not as developed as in Paris and its suburbs.

- The practice of soft transport (on foot or on bicycle) applies on all sites of the Group and the increase in travelled kilometers is on the increase.

The site of BPM / Meylan is particularly remarkable: no employee takes the car, registering a significant number of kms on the "bus-bike-foot" odometer of 2/3 of the Group sites.

Evolution transport modes on the Group's various sites

Monthly distance travelled in carpooling

	2013	2014	2015
**Number of kms saved/month	21 262 kms	13 794 kms	24 262 kms
*Quantity of non released CO2	3 253 kg	2 110 kg	3 712 kg

**An average car releases 153g of CO2/km*

***saved = not travelled by the car of transported passengers*

Monthly distance travelled by public transport

	2013	2014	2015
Bus/Train hors Ile de France	6 400 kms	10 388 kms	16 389 kms

Monthly distance travelled on foot/on bike

	2013	2014	2015
On bike	1 214 kms	489 kms	6 111 kms
On foot	497 kms	584 kms	2 393 kms



COMMUNICATION TOOLS

➤ Telecommunication

The introduction of new communication tools (video conferencing, web conferencing, teleconferencing) that began in 2009 continues and their use is increasing constantly.

However, some video conferencing equipment has become obsolete and a limited number of equipped sites has stopped using it, whereas the number of employees and sites has increased in recent years.

To overcome this handicap, video conferencing will be deployed on a larger scale in order to boost the use and for that all sites have been installed or reinstalled with new equipment in fall 2015 for implementation starting 2016.

But whether it concerns internal numbering, teleconferencing, web conferencing or video conferencing, these modes of communication are a significant alternative for short period travels and, in addition of being less expensive, they have a positive human impact because they generate less fatigue and are more friendly with private life, mainly for the most frequently requested consultants. They are therefore preferred whenever possible.

Their use has also been made easier with the internal numbering for almost all sites (stop passing through the international network is saving time and money and they are now 6 sites (97 % of the global employees) that can be reached internally).



➤ Les voyages



The direct correlation to the use of these tools is the evolution of travels and several criteria are to be taken into account (prospects, internal and external projects, company evolution) to understand the variations from one year to the other.

For last year, it was found a substantial increase in travel both by rail and by air transportation and as much for inter-sites as for the clients or prospects travels. This is explained by :

- the multiplicity of version upgrades in AT for half
- a larger number of active sites within the Group requiring more meetings where the use of communication tools was not always possible

A reduction in inter-sites and international travels is in sight due to the deployment of commercial offices in many parts of the world.

Number of travels originating from SAB Paris and Vannes

	2013		2014		2015	
Type of travel	Intersites	Clients Prospects	Intersites	Clients Prospects	Intersites	Clients Prospects
Train	161	520	134	294	269	361
Plane	135	295	153	305	165	479
TOTAL	1 111		886		1 274	

BUSINESS TOOLS– 1/2

Referencing SAB products in the 1st publication of the AFDEL guide is a recognition of the « eco-responsible » added-value of SAB Group.

This added-value, defined in the « Work process » chapter, is the result of two applications referenced « FlowMind » and « SaaS », which have been subject to constant development since their initiation in 2010 and for which AFDEL has mentioned once again SAB in its 2nd publication in 2013.

➤ **FlowMind**, tool installed during 2010 and integrated into the latest software version, allows the dematerialisation of documents. It is used in :

- Business processes (bank product subscriptions, accounts and transfers management...)

- ⇒ ex : the automation of transfer procedure enabled a client to multiply by more than 10 the dematerialization of relevant documents).

and

- The administrative processes to manage the different files (retirement and employment protection insurance, holiday requests, naturalization procedure at the Ministry of Interior...)

- ⇒ ex : computerized file management of retirement / health / family agency helped to handle 880 types of documents equalling approximately to 1,750,000 documents per year and per fund over the 35 funds within the agency.

Through this contribution to reduce the circulation of paper between distant participants, there can be no doubt that FlowMind is a very ecological tool.

And also concerning SAB AT

Financial institutions are manifesting an increase interest to make a step towards the Digital bank. Neither a project nor a software package but an approach that SAB offers to its clients via SAB AT, the foundation of deployment towards the Digital bank.

Although to date the trend is increasing, 70 % of banks would like to adopt it, 80 % did not have yet make the step towards the Digital bank.

The characteristics of digital Bank are multiple and are in line with the sustainable development approach; It is in this spirit that SAB AT offers :

- The simplification of processes by the dematerialisation of processes
⇒ Documents digitisation, zero paper,
- The security, « key element », to protect the transactional data of banks clients,
- The innovation to bring flexibility,
- The exploitation of information to know better the clients,
- The client experience to provide customised services and of proximity,
- The access to all distribution channels for each client.

LES OUTILS MÉTIERS – 2/2

SaaS, meaning « Software as a Service » or services upon request, is a concept involving a subscription to a software package rather than the purchasing of a license. This rental mode is in regular expansion since two years. In all the tenders, it is proposed to select between license and SaaS.

The interest of payment institutions in SaaS mode is increasing constantly and since its implementation in 2009, the number of concerned establishments, including outsources clients, has increased from 1 to 25 establishments.

By allowing sharing of resources on virtualisation infrastructures by many companies, the impact is serious on electricity consumption.

To this, is added the very positive impact emanating from the recycling of power issued from servers necessary to outsourcing and that our supplier knew how to exploit (greenhouse heating at the inside of the premises) and intends to develop (power supply of the new university premises under construction near the premises).

This shows the involvement that might exist between the client and the supplier.





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Anti-corruption



4

CODE OF ETHICS– 1/2

SAB's commitment to the fundamental principles of sustainable development includes also fighting corruption in all its forms. So far, SAB has no knowledge of having been or being exposed to situations involving anti-corruption and therefore cannot communicate on progress in this regard.

➤ The code

Notwithstanding that our business exposes us to less corruption situations, it is important that the company focuses on the fight against corruption seriously. To this end, following the announcement of the Presidency last year to work more formally against corruption and after a few months of reflection in consultation with various departments (Human Resources, Sales Management, Sustainable Development Committee, External Third Party) a code of ethics, "the SAB code," was born in 2014.

SAB code does not replace the internal rules which govern the reciprocal obligations -Rights and duties - and working conditions of employees and employer. It is an addition which content deals only with anti-corruption.

In addition to the information of the General management announcing the implementation of a code of ethics, Every employee has received individually a copy and can at any time find it on the HR intranet. Furthermore, it is stated on the company's website that it will be given to any stakeholder who request it.

Finally, an ethics committee composed of people from different departments of the company and an external third party- guarantee of judgment neutrality- has an intranet address in order to deal with requests for advice and concerns.

Besides this code, it is to be noted that the certification annual legal obligation of accounts by the auditors for every legal entity-triple verification of expense report after the HR Management and the accounting department- without omitting the certification of the Group's consolidated balance sheet. In this, they ensure that the chain of command, the signing of the order to pay the bill, is respected. They are guarantors of the internal audit procedures relating thereto and for which the General management at its high level ensures the control of all the financial movements and certifies that there is no circulation of liquid cash.

CODE OF ETHICS– 2/2

➤ E-learning

In order to maintain awareness, an e-learning (tool developed by Transparency International) has been made available on the Human Resources server so that all Group employees, can at any moment re-appropriate the approach.

To accompany it, it was decided to proceed in stages and the first group of employees representing all the commercial services of the company was invited to discover it ; 100% of the concerned employees have tested it and a summary was transmitted to the Committee of Sustainable Development via the sales managers of different sites / corporate subsidiaries.

It appears that it was necessary to do so and that even the most experienced in transactions were unable to find always the right answer, in one way or another, that's to say having thought that there was corruption when there wasn't and vice versa.

The availability of this tool was the occasion for the General Management to renew,, via the intranet, what were the rules of ethical conduct. At the end, it will be proposed to all the employees : the next step must be for employees dealing with partnerships.



Finally, and for briefing, as mentioned in the chapter of endorsed principles, the Committee of Sustainable Development and the Legal department have collaborated on the implementation of CSR clauses to be inserted in all clients/suppliers contracts where the extract related to anti-corruption is as follows : « ... active member of the French network, SAB has implemented several actions to support the 4 fundamental principles of the Organization and particularly the enactment of a code of ethics defining the rules of conduct applicable within the SAB Group ».

ANTI-CORRUPTION BUSINESS APPLICATION

SAB offers to its clients an application which allows them to install an anti-money laundering policy within the framework of obligations for which they are liable. These bank obligations fall within three levels of surveillance: simplified, moderate, or tightened up vigilance. For a bank, knowing the client is based mainly on the establishment and checking of identification prior to the start of the relationship. This accurate knowledge, regularly updated, will enable any atypical transactions which might be linked to criminal activities to be detected and any suspicious circumstances to be reported.

SAB puts its expertise at the service of the banks both in respect to client knowledge (regular review of third parties management, published or internal blacklist controls) and transactional controls (the CTO module which enables suspicious transactions to be detected, the Profiles module which highlights clients with a conduct different from that defined by themselves, and, finally, the Dormant Accounts module which enables the surveillance of re-activated dormant accounts).





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Conclusion



5

THERE IS MORE...

To what has already been stated, we should add the actions in favour of sustainable development, initiated several years ago, but which have since been improved and spread more widely throughout the Group sites:

- The involvement and participation in workshops and conferences organized by the Global Compact France . Member of the Club Advanced since two years, SAB was strongly committed in 2015, reconfirming its public engagement:
 - Participation in the implementation of the Advanced platform (Member of the editorial committee of the eponymous club),
 - Speaking at the GC France/OBSAR conference on sustainable procurement,
 - Presence at the Club PME Climat conference
- The organization of the annual seminar with our clients in respect with the three pillars of sustainable development, an opportunity for the President to be re-engaged publicly. In June 2015, it was again held in a central location, accessible to all public transport and providing a service with respect to social responsibility,
- The answer to every questionnaire on our commitment to prospects and clients / suppliers requests. Around half (45 %) of our clients has a CSR policy among who 10 % are members of the Global Compact as well as 25 % of our providers,



- The regular press releases during events related to Sustainable Development either public or internal to the company,
- The introduction of products issued from fair trade in vending machines,
- The use of eco-label products for cleaning premises on the sites of the French Metropolis. A reciprocal implication was developed between one of these sites and the service provider for whom the site has become pilot enterprise at each innovation, whether it is improved working conditions–health, security- or beneficial for the environment.
- The participation in local actions at national and international days (sustainable development week, week of the waste collection, week of eco-friendly means of transportation, etc.)

THE BIODIVERSITY

SAB Group defends bees since 2011: in addition to the installation of a hive on the roof of its headquarters, SAB has also invested in the program of safeguarding the black bee of Ile de France via sponsoring a hive on behalf of the association «Conservation of black bee in Ile de France(CANIF).

- In June 2015, SAB made a step forward by hosting, on another site of the metropolis, some populated hives of black bees from the islands of Groix and Ouessant for which is applied a sustainable beekeeping.
- Educational workshops are held regularly, and they show a growing interest vis-à-vis the world of bees. The awareness of the imperative need to protect them, is not new.



Hives of SAB Vannes



No illusion, integrating the sustainable transforms all the company and for all these practices outlined above, the committee of sustainable development has successfully overcome internally the resistance for changes. In addition, the transversality in the decisions has been imposed (more reviews—meetings and written infos-between the different departments on the existing actions or the ones to be implemented and the experts who were unable to let go of their powers, are more involved in the approach.

This commitment renewed in the declaration of the President of the company can be consulted on different medias so that employees and partners keep in mind this daily action:

- displayed permanently in all the Group's premises on dedicated tables and presence of Kakemono in the lobby to recall the 10 principles of GC- UN,
- searchable by intranet via the communication tool "HRIS" of the Human Resources Department,
- Under the form of flyers summarising SAB approach and available in the lobby of each building of the Group,
- during "recall bites" messages of the Sustainable Development committee via the dedicated intranet,
- readable quarterly in the Sustainable Development forum of the Internal Journal of the Group,
- publicly available on our website -www.sab2i.com-.

ANNEX : HISTORY OF SAB CSR APPROACH– 1/2

A commitment from 2007

- Membership in the Global Compact of the UN and the Global Compact France
- Nomination of a Sustainable Development Manager at the level of the Group

An approach phase in 2008

- « *The Sustainable Development at our scale* »
- Creation of a Sustainable Development Committee DD integrating a correspondent-member at each site of the Group with a first mission to give a clear picture and to raise awareness at the staff level
- Installation of a dedicated e-mail accessible to all the staff members via the intranet
- 1^{re} Communication of good practices (Cop)

An action plan in 2009

« *Good practices today to preserve tomorrow* »

- Raising awareness among stakeholders (clients/suppliers, prospects) ; implementation of multiple local actions
- Constant communication with the staff via a forum in the internal newsletter of the company
- 2nd Cop

Significant results in 2010

« *Put the right dose of future in our actions* »

- Decrease in various power consumption (electricity, paper) ; better management of WEEE and implementation of sustainable purchasing policy
- Tools development, relevant to the Group activity, and referenced for their eco-friendly added value (Flowmind, Saas management in hubs-)
- 3rd Cop

Integration of the last sites of the Group to the approach in 2011

« *Every day we act for tomorrow* »

- Deepening actions and homogenization of the approach at all sites: the committee welcoming word at every hiring and access to a dedicated space to the approach for all on the company server.
- 4^e Cop validated « Active Level »

The support of 10 principles of the Global Compact in 2012

« *The real future is today* »

- Development of the University/Company partnership
- 5^e Cop validated « Active Level »



ANNEX : HISTORY OF SAB CSR APPROACH – 2/2

Group public commitment via multiple actions in 2013

« Every day we act for tomorrow »

- Creation of SAB award for the Sustainable Finance
- Partnership University/SAB for the creation of the new training to cyber security, unique training in France
- Drafting of ethics chart
- 6^e Cop validated « Advanced Level »

Integration to Club “Advanced” in 2014

« Every day we act for tomorrow »

- Member of the Club « Advanced » composed of 35 companies of which 19 of eponymous level
- Implementation of « Code SAB » (anti-corruption ethical code)
- 7^e Cop reviewed by the peers and validated « Advanced » for the 2nd year

Implementation of the Advanced platform in 2015

« Every day we act for tomorrow »

- Member of the Club Advanced editorial committee
- Active participant to the implementation of the Advanced platform
- Speaker at the round table /conference on sustainable Purchasing(GC France/OBSAR)
- CSR commitment presentation to students o the ESSEC By SAB Group President
- Participation to Stand GC France/COP 21
- 8th Cop reviewed by the peers and validated « Advanced » for the 3rd year

A complete text of Cop transmitted to the UN unit of the Global compact is available at the sustainable Development chapter at our site « www.sab2i.com ».





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Twitter: http://www.twitter.com/SAB_Banking

Youtube: <https://www.youtube.com/c/sab2iTV>



Network France

ATTESTATION OF EXTERNAL ASSESSMENT

March 14th, 2016

This document certifies that SAB proceeded to the external assessment of its Communication on progress (COP) 2015 for the United Nations Global Compact. The assessment took the shape of a peer review, organized by the Global Compact Network France within the framework of the "GC Advanced" Club. The peer review session has also been the subject of a report identifying areas for improvement. The COP of SAB meets the preliminary question n°8 of the Global Compact Advanced level for 2015.

Participants of the peer review signatures:

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