



# Non-financial performance statement



# NON-FINANCIAL PERFORMANCE STATEMENT

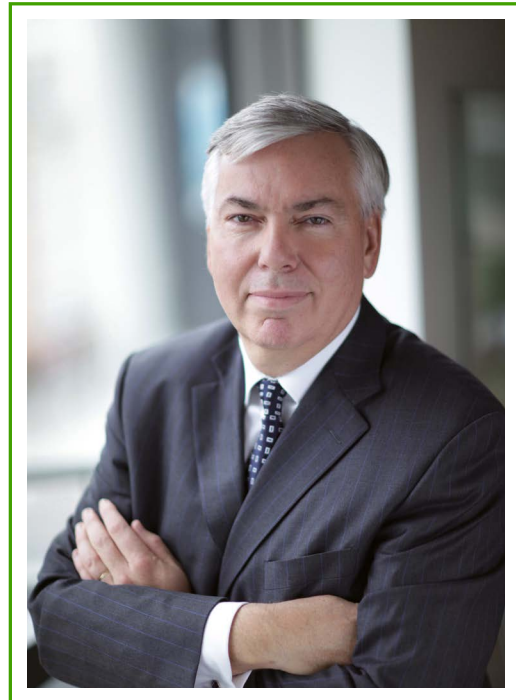
2



<b>1.</b>	<b>ENGAGE COLLECTIVELY, MAKE SUSTAINABLE PROGRESS</b>	<b>5</b>	<b>4.</b>	<b>ACTING FOR A SUSTAINABLE PLANET</b>	<b>23</b>
1.1.	The Group's business model	6	4.1.	Reducing the CO <sub>2</sub> footprint related to travel	23
1.2.	Risk mapping	8	4.2.	Reducing the CO <sub>2</sub> footprint related to the use of resources	24
1.3.	Our methodology	10	4.3.	Focus on our CSR labels	25
1.4.	Our future challenges	11			
<b>2.</b>	<b>CULTIVATING EVERYONE'S TALENT IS AN OPPORTUNITY FOR ALL</b>	<b>12</b>	<b>5.</b>	<b>KEY PERFORMANCE INDICATOR (KPIs)</b>	<b>26</b>
2.1.	Diversity is a central component of the Gfi Group's HR policy	12	5.1.	KPIs Cultivating everyone's talent is an opportunity for all	26
2.2.	Recruitment: more than an HR policy, a pillar of our strategy	13	5.2.	KPIs Be a trusted partner to our stakeholders	28
2.3.	The Gfi Group is stepping up its initiatives to retain talents	14	5.3.	KPIs Acting for a sustainable planet	28
2.4.	The Gfi Group makes training a key focus of its HR policy	16			
<b>3.</b>	<b>BE A TRUSTED PARTNER TO OUR STAKEHOLDERS</b>	<b>17</b>	<b>6.</b>	<b>REPORT BY ONE OF THE STATUTORY AUDITORS, APPOINTED AS AN INDEPENDENT THIRD PARTY, ON THE CONSOLIDATED NON-FINANCIAL STATEMENT INCLUDED IN THE GROUP MANAGEMENT REPORT</b>	<b>30</b>
3.1.	Compliance and ethics, at the heart of the group's activities	17			
3.2.	Supporting our clients towards a responsible and sustainable digital transition	19			
3.3.	A strong regional impact	22			

**Vincent Rouaix**

*Chairman and Chief Executive Officer, Gfi Informatique*



## Message from the CEO

**THE COMMITMENT OF OUR EMPLOYEES, THE PURSUIT OF EXCELLENCE AND PERMANENT INNOVATION – THAT IS THE SPIRIT THAT DRIVES OUR GFI TEAMS TO SUPPORT OUR CLIENTS IN THEIR DIGITAL TRANSFORMATION AND THUS PARTICIPATE, TOGETHER, IN BUILDING A SUSTAINABLE FUTURE.**

“

Because a company's performance is no longer measured solely by the achievement of its financial objectives, we have put at the heart of our concerns and strategy a responsible and sustainable approach that guides our actions and those of our 19,000 employees. A winning strategy, since our initiatives to address the social, societal and environmental issues related to our activities were rewarded for the second year in a row with the GOLD label awarded by the independent evaluation agency EcoVadis.

In order to support our clients in their digital transformation to the best of our ability, our Group has made differentiating choices to provide a range of solutions and services based on a strong value proposition, based on Proximity, Industrialisation and Innovation.

Proximity allows us to support our clients' local teams and share with them a certain intimacy in their respective business lines. This proximity also leads us to play a major role in the local economy of the countries where we operate.

Industrialisation is the spearhead of our activity. It meets the strong economic challenges of our clients, in a context of migration from IT budgets to business budgets as part of digital transformation.

Finally, innovation, which is at the heart of our corporate project, naturally allows us to capitalise on the innovation of our major partners, but also, within our Group, to work with all our employees to develop a permanent innovation approach in order to seek new uses that integrate societal and environmental aspects.

This corporate project is above all about sharing common values with our teams: Ambition, Team Spirit, Commitment, Innovation and Social Responsibility. In a constantly changing digital world, our employees are our greatest asset. This is why we owe them the greatest attention and are committed to their professional development and fulfilment, as evidenced by the many actions we take to promote well-being at work and the development of skills.

Aware of the constant changes in our sector, we make it a point of honour to demonstrate our duty of exemplarity towards our clients and stakeholders: the protection of personal data, the deployment of a compliance programme throughout the Group, the security of the supply chain, particularly by ascertaining the ethical values of our partners, are all commitments that demonstrate the Gfi Group's positioning as a truly trusted partner.

And it is on this shared trust that together we build sustainable growth and create value for all.

”



2

## ENGAGE COLLECTIVELY, MAKE SUSTAINABLE PROGRESS

Engage collectively, make sustainable progress



## 1. ENGAGE COLLECTIVELY, MAKE SUSTAINABLE PROGRESS

The Gfi Group has been committed for several years to a proactive Corporate Responsibility policy that is aligned with the Group's business requirements and in step with fundamental changes in society. The commitment of our employees, the pursuit of excellence and permanent innovation – that is the spirit that drives our GFI teams to support our clients in their digital transformation, and thus participate, together, in building a sustainable future. This bold commitment drive us to change our perspective and to strive together with our stakeholders for a more sustainable world. This corporate project is above all about sharing common values with our teams: Ambition, Team Spirit, Commitment, Innovation and Social Responsibility.

In this chapter, the GFI Group presents its strategy in terms of Social, Environmental and Societal Responsibility in order to meet the new requirements of the Non-Financial Performance Statement<sup>(1)</sup>. This Statement sets out the Group's main non-financial risks and the policies implemented to address them, monitored and measured by performance indicators and their results. This presentation includes the Group's business model detailed in Section 2.1.1 of this document as well as its risk mapping as summarised in Section 2.1.2. Since Gfi has a long-standing commitment to social, environmental and societal responsibility, Section 2.1.4 describes the policies and actions implemented over several years to address the main risks related to CSR.

<sup>(1)</sup> NFPS - Established in accordance with Article L. 225-102-1 of the French Commercial Code, resulting from Order No. 2017-1180 transposing Directive 2014/95/EU of the European Parliament and of the Council of 22 October 2014 on the publication of non-financial information.

1.1. The Group's business model



WE'RE IN IT TOGETHER



OUR AMBITION

Be recognised as the n°1 value-added service and IT player in the region.

OUR STRENGTH

As Business Partners to the Group, our employees are our strength. They touch the core of our clients' challenges.

19,000 employees

21 countries

OUR 5 CORE VALUES

Guiding our attitudes and decisions



#ambition



#commitment



#team spirit



#innovation



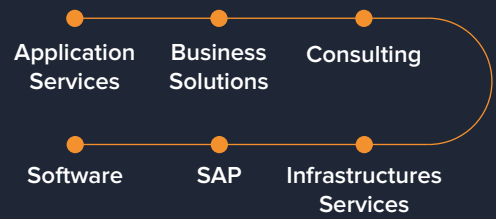
#social responsibility

WHAT WE DO



6 BUSINESS LINES

Our skills and expertise are reflected throughout throughout our clients' value chain.



6 SECTORS

Our sound knowledge of our clients' business and challenges ensures success in all projects and contributes to a climate of trust in which we build long-term relationships.

Banking  
Finance  
Insurance

Industry  
Aerospace  
Transport

Public  
Sector

Telecom  
Media  
Entertainment

Energies  
Utilities  
Chemistry

Distribution  
Services

8 GROUP PRACTICES


The innovations we are working on today are already shaping the world of tomorrow.





### WHAT SETS US APART

  
**Proximity and Agility**  
18 service centres  
covering 20 countries

  
**Innovation**  
5 FabLabs

  
**Industrialisation  
and Automation**  
+ responsiveness  
+ quality  
+ productivity

### PRESENT WORLDWIDE



France, Spain, Portugal, Belux, Switzerland, Poland,  
North and Latin America, Morocco, Tunisia and M.E.A.

## GROWING SUSTAINABLY

**23%**

increase in turnover,  
EUR 1.395 billion in 2018

**5,400**

recruitments



**Most Attractive  
Employers**

**3.5/5**

score on Glassdoor platform

**40%**

employees trained

**5 tonnes**

e-waste recycled

**93%**

satisfied employees\*

## 1.2. Risk mapping

---

### IN THE GFI GROUP, CSR IS EVERYONE'S BUSINESS

Since 2006, the Gfi Group has taken initiatives to raise awareness among its teams of environmental issues and the impacts of its activity on its environment. The objective: to identify good practices and highlight certain concrete actions to share them with our employees and economic partners. Depending on the country and site, the coordination and deployment of this approach is the responsibility of the departments in charge of Purchasing, Human Resources, General Services or Quality, or is sometimes directly supervised by the General Management of the country concerned.

### OUR CSR RISKS: A SOURCE OF OPPORTUNITIES

The Gfi Group regularly reviews the social, societal and environmental risks that could have an adverse and significant impact on its business model, image and reputation.

This risk identification is based on a collaborative approach involving all the departments of the Gfi Group and its subsidiaries. The committee that analyses and reflects on the main risks meets regularly, and periodic meetings are held with countries where each subsidiary has dedicated contacts.

In a service business faced with the scarcity of certain skills and new client needs, human resources risks naturally play an important role, as do risks related to compliance with regulations and the application of laws and codes. On the other hand, the Gfi Group does not have any datacentre-type equipment. Only the impact of our own operations is taken into account in our environmental approach.

### LEADING THE WAY TO A SUSTAINABLE FUTURE

Identifying and analysing these risks also showed us that risk management offers an opportunity to innovate and implement actions that create value for all our stakeholders. This is what we want to show through this overview, which paves the way for us to create a better world and a sustainable future for all.

## Risks

- Commit to diversity and equal opportunities
- Attract talents
- Retain employees
- Adapt our business lines and develop our skills



## Opportunities

*Cultivate individual **talents** to benefit us all*

- Ensure an ethical approach to our business
- Ensure a responsible supply chain
- Ensure data protection
- Make a commitment to Society



*Become the **trusted partner** of our stakeholders*

- Reduce our own environmental footprint



*Contribute to a better **world***

### 1.3. Our methodology

---

## NON-FINANCIAL PERFORMANCE STATEMENT: A COLLABORATIVE AND CROSS-CUTTING APPROACH

### IDENTIFY AND COLLECT

This report is the result of collaborative work carried out jointly with the Human Resources, Legal and Quality departments and all the CSR correspondents of the Group's subsidiaries. The process of identifying and collecting information was therefore carried out throughout the Group. However, as regards the international scope, the figures do not include Vauban, a company present in Romania and bought by the Gfi Group at the end of December 2018, which has around 400 employees. For the 2017 and 2018 financial years, the following countries have not been included in the social data due to their low number of employees: England (6 employees), Angola (2 employees), Austria (2 employees), Romania (19 employees, excluding Vauban), Singapore (24 employees), China (6 employees), and United Arab Emirates (7 employees).

For the purposes of this report, only trainees and the chief executive have been excluded from the workforce and the various indicators calculated. In terms of training, from the moment an employee completes a full day of training, the hours recorded are those of the Gfi Group's collective working hours, i.e. 7 hours and 24 minutes.

Regarding the methodology, as a first step, we collected and compiled the existing documentary database from the Gfi Group and its foreign subsidiaries in order to identify all the actions taken to mitigate our extra-financial risks and draw up an initial qualitative assessment of our policies. We also collected performance measurement indicators that were then consolidated.

For actions identified as relevant but not documented, interviews were conducted with the Human Resources, Legal and Quality departments.

### EXCHANGE AND SHARE

The documentary database thus collected has been ordered and structured. A collaborative workshop, conducted with all the departments of the Gfi Group involved in the design of this document, enabled us to establish a detailed outline of the NFPS and set the editorial line.

## 1.4. Our future challenges

### ACTING FOR OUR EMPLOYEES

#### 1 / FOSTERING DIVERSITY

We see diversity as a lever for performance. That is why we run various programmes to promote gender equality and access to employment. We encourage the hiring of people with disabilities, promote cultural diversity and encourage sharing between generations. Beyond the ethical aspect, we see this as a way to broaden our sources of recruitment, to find new talent in under-represented groups, and to improve our collective intelligence.

#### 2 / ATTRACTING TALENT

Like our competitors, we are facing a talent shortage in the IT sector. In this context, how can we stand out? How can we attract the best candidates, with the right skills, trained in agile methods and a sense of service to support our clients' digital transformation and ensure the sustainability of our business? By carrying out numerous actions to detect and attract talent: partnerships with leading schools, development of the employer brand, welcoming and providing ongoing support to trainees, and so forth.

#### 3 / RETAINING TALENT

The quality of our services and the sustainability of our activities are closely linked to the stability of our teams, whose long-term commitment depends on our ability to retain them. That is why their professional development, career management and functional or geographical mobility are paramount to us. We also ensure their well-being and encourage initiatives that improve the quality of life at work and an appropriate work-life balance.

#### 4 / ADAPTING OUR SKILLS

Things move fast in the digital age. Faced with increasingly rapid technological innovation cycles, our employees must constantly transform their skills to meet our clients' expectations and support them over the long term. We have therefore established an ambitious training programme. It will ensure that we develop our collective agility and acquire useful skills for tomorrow.

### ACT ACCORDING TO SHARED VALUES

#### 1 / GUARANTEE AN ETHICAL APPROACH IN OUR BUSINESS

In an increasingly virtuous legislative and regulatory environment, we ensure that the entire value chain functions ethically and responsibly, in order to build a relationship of trust with our clients over the long term and support them on a daily basis towards a responsible digital transition.

#### 2 / GUARANTEE DATA PROTECTION

The protection of our employees' and clients' data is a guarantee of trust and transparency that we owe them. As a business partner, we support our clients in the implementation of secure systems that guarantee the protection of their personal data. We also pay particular attention to the ongoing training of our employees to make them aware of the situations they may encounter and what to do.

#### 3 / ENSURE A RESPONSIBLE SUPPLY CHAIN

Because we expect our suppliers to share our standards and values, we pay close attention to our supply chain. Our relations with our suppliers are based on the signature of a Responsible Purchasing Charter that guarantees the respect of our commitments throughout our value chain as well as a verification of their credibility in terms of CSR.

#### 4 / COMMITMENT TO SOCIETY

Our international presence is based on an extensive territorial network that places us at the heart of each region. This approach, called Think Global, Act Local, is a major differentiating factor for our clients, but it also gives us a leading social role. We participate in society by supporting many local associations.

### ACT FOR A SUSTAINABLE PLANET

#### 1 / LIMIT THE ENVIRONMENTAL IMPACT OF OUR BUSINESS TRAVEL

The Gfi Group has made the fight against climate change its environmental priority. We are taking action to reduce the environmental footprint of our own operations and to contribute to a better future. This requires a series of concrete actions such as limiting our business travel and using a fleet of company vehicles with low CO<sub>2</sub> emissions.

#### 2 / MANAGE OUR ELECTRONIC WASTE

Considering the Gfi Group's core business, the management of waste electrical and electronic equipment (WEEE) is another major environmental issue. The Group has therefore put in place measures to prevent, sort, recycle and eliminate waste as well as procedures specifying the methods for recovering materials and components to be recycled;

## 2. CULTIVATING EVERYONE'S TALENT IS AN OPPORTUNITY FOR ALL

In a digital world where technological change is increasingly rapid and our clients' needs evolve at the same pace as innovation cycles, we must constantly demonstrate our ability to adapt. Having the right skills at the right time and place is essential to maintain the quality of our services, meet our contractual commitments to our clients, meet their immediate or future needs and win new contracts. To face the shortage of talent in a tight job market, the Gfi Group is developing an ambitious HR policy. Many actions aimed at strengthening the Group's attractiveness, and retaining and training our employees, are carried out in all the countries where we operate.

### 2.1. Diversity is a central component of the Gfi Group's HR policy

#### WE SEE DIVERSITY AS A LEVER FOR PERFORMANCE

##### GENDER EQUALITY AT WORK

Because we consider collaboration between women and men as a real development opportunity for the Gfi Group, we have for several years been paying particular attention to gender equality through various actions.

26% of the Gfi Group's employees are women. This is average for an IT Services company. In a digital market where employees are predominantly male, the Group demonstrates its commitment to promoting gender equality by facilitating access to employment, professional promotion, remuneration and professional training.

It is thanks to this proactive policy that the Gfi Group's Economic and Social Unit (ESU), composed of the companies Gfi Informatique and Gfi Progiiciels which represent 94% of the Group's workforce in France, obtains a **score of 89 out of 100 for 2018 in terms of gender equality** (application of Law No 2018-771 of 5 September 2018).

##### AN INTERNATIONAL ASSET

Aware of the rich contribution made by employees of foreign nationality, the Gfi Group in France employs more than 800 people of about 70 nationalities. Because of their different cultures and languages, they contribute to the added value of the projects carried out within the Group.

##### GENERATIONAL DIVERSITY: KNOWLEDGE SHARING AND TRANSFER BENEFITS ALL

With an average age of 40, the Gfi Group is above all a dynamic and multigenerational Group. Work-study contracts and internship periods are considered an undeniable source of new talent that can then join the Gfi Group on a long-term basis through permanent contracts. For several years, the Gfi Group in France has been working to promote the professional and social integration of young people. The Group also provides personalised support to seniors through skill assessments and AEV<sup>(1)</sup> care.

##### DISABILITY AS A LEVER TO INCREASE DIVERSITY

Everything we do to promote the integration of people with disabilities serves our ambition to reflect the Company's diversity within our teams.

In 2018, the Group strengthened its commitment by signing an agreement with Agefiph. On the occasion of the European Week for the Employment of People with Disabilities, a fun and informative quiz was distributed to all employees in France. The successful integration and retention of people with disabilities in the workplace requires that all employees be made aware of this.

The Gfi Group also participated in the "Tous HanScène" operation, which aims to encourage more middle and high school students with disabilities to continue their studies in higher education, to increase the openness of campuses and curricula of higher education institutions to young people with disabilities, and to enable companies to recruit people with disabilities who have higher qualifications.

Aware of the importance of integrating people from diverse backgrounds, many Gfi Group clients include social integration clauses in their specifications. Failure to comply with these clauses, beyond the impact on client relations, may result in financial penalties.

In response to these requirements, the Gfi Group regularly works in co-contracting with companies in the appropriate sector, at the same time promoting the integration of people with disabilities.

The Group has worked with Talaron Services and Arcesi to serve demanding clients such as Airbus in the Toulouse region.

(1) Acquired Experience Validation

## 2.2. Recruitment: more than an HR policy, a pillar of our strategy

### HUMAN CAPITAL IS THE KEY TO OUR DEVELOPMENT. FACED WITH THE GROWING DIFFICULTIES OF RECRUITING NEW EMPLOYEES, THE SEARCH FOR TALENT IS BECOMING A STRATEGIC ISSUE.

#### A WIN-WIN OPPORTUNITY PROGRAMME

In partnership with Pôle Emploi and institutional players, the Gfi Group recruits people who are alienated from the job market. The "Chance" reintegration programme is a key component of our HR policy. It is supported by a legal framework called Operational Employment Preparation. Between 2017 and 2018, 500 employees, i.e. about 10% of our hires, were able to take advantage of this programme and join the Gfi Group.

In Ile-de-France, the Gfi Group has initiated a partnership with Plaine Commune, the Maison de l'Emploi du territoire de Plaine Commune and Plaine Commune promotion. It organises presentations of its business lines to students and offers internships as part of its social integration programme.

#### TARGETED ACTIONS IN FAVOUR OF PEOPLE WITH DISABILITIES

The Gfi Group has implemented an active recruitment policy for disabled workers. It opens up new ways to find talent outside traditional channels, including participation in dedicated forums or the development of partnerships with specialised training centres.

In 2018, the Gfi Group participated in 4 forums specialising in the recruitment of disabled workers: Talents Handicap, Hello Handicap, Mardis du Handicap and a forum organised within the CRP 2isa, which specialises in digital professions.

## WORLDWIDE

#### In Belgium:

- Realdolmen relies on several recruitment channels: job ad sites (ictjob.be, Student.be...), print media campaigns, LinkedIn Corporate Recruiter Seats, Indeed, social media, an employee referral programme, recruitment events, campus recruitment programmes, and corporate events dedicated to a specific community (students, consultants...) like Techorama, Sharepoint Saturday and Devoxx. Some young talents are recruited by targeting certain top schools and universities and are then integrated in an intensive 3-month training programme called AcaDDemICT. In 2018, approximately 120 AcaDDemICTs were recruited.

#### In Tunisia:

- In 2018, Cynapsis, our Tunisian subsidiary, almost doubled its workforce. The recruitment team relies upstream on the communication manager who coordinates social and university networks, and downstream on the administrative team who designs the offer and sends it to the candidate.

#### In Poland:

- We have developed a co-optation programme. Trainees are recruited throughout the year, and we strive to increase the visibility of our employer brand.

#### In Spain:

- We rely on social networks and adopt a multi-channel approach (virtual portals, universities, etc.) to reach candidates outside the traditional channels. In cooperation with the Marketing division,

#### FUTURE GRADUATES, WORK-STUDY CANDIDATES AND TRAINEES: LET'S CULTIVATE THEIR TALENTS

Young graduates trained in the latest technologies and innovative methodologies contribute to the added value of the assignments carried out for our clients. Their recruitment is a major challenge. In order to concentrate human and financial efforts, the Gfi Group has identified 30 target schools throughout France. This system, which was set up in 2018, should make it possible to recruit 800 students and young graduates in 2019.

The work-study programme is a source of potential candidates. To welcome, guide and train them, the young people on a work-study basis are accompanied by an experienced employee responsible for monitoring and evaluating them throughout their time in the Group. This tutor also helps to create a climate of trust and an environment of which the young person will want to become a part in the longer term, the Gfi Group's goal being to increase the conversion rate.

Millennials are a highly solicited population and difficult to recruit. Social networks play an important role in their decision-making process. They do not hesitate to judge the reputation of companies on the web. This is why the Gfi Group has created a position of Community Manager whose role it is to collect opinions and respond to comments. In the Glassdor opinion poll, the Gfi Group obtained a score of 3.5 out of 5.

we have developed a brand content strategy to improve our social media publications and attract young talent.

#### In Mexico:

- We have set up a new candidate site. We also search on social media, and have implemented an Alumni Programme and agreements with universities. In addition, we regularly participate in dedicated trade fairs.

#### In Colombia:

- To increase the visibility of our employer brand, we participate in university fairs and virtual "first job" fairs and maintain close links with the Colombian government's employment service. Internally, a bonus of USD 900 is awarded to each employee who co-opts an acquaintance if the latter remains for more than 3 months.

#### In Portugal:

- In view of the dynamism of the digital sector, we are actively pursuing a policy of recruiting new employees and trainees. In this way, we contribute to the creation of new jobs, with a focus on IT professionals and new graduates. It also offers professionals from other business sectors a requalification programme to acquire computer skills.

## 2.3. The Gfi Group is stepping up its initiatives to retain talents

### THE HR POLICY IMPLEMENTED IN 2018 BY THE GFI GROUP IN FRANCE

#### **PRE-INTEGRATION AND INTEGRATION PATHWAYS: BECAUSE IT IS ESSENTIAL TO MAINTAIN THE LINK**

The pre-integration process is an important step in an employee's life. It is important to keep the link between the time of signature and entry into the company. We organise online pre-integration courses that help recruits to get to know the company better: a word from the President, a presentation of the Gfi Group's values and HR policy, a look back at the highlights of the year... Once they join the Gfi Group, employees participate in an integration course during which they are introduced to our operations, contacts, administrative tools and all the information they need to facilitate their entry and integration in the company.

In 2018, recruitment and integration questionnaires were introduced for new recruits to improve the recruitment process and identify areas for vigilance and improvement. When they leave the company, employees are also invited to express themselves and give their opinion. A way to better understand their motivations.

#### **THE ASSESSMENT INTERVIEW: AN OPPORTUNITY TO DEFINE THE RIGHT PATHS**

To keep the best skills and the most talented profiles, we do everything in our power to offer motivating career opportunities. Each employee benefits from a personalised career follow-up punctuated by milestones and assessment interviews. At the end of the assessment interview, a concrete action plan with some immediate actions (training, mission expansion, regular feedback...) is agreed upon with each employee. Young trainees are not involved in assessment interviews. And yet their opinion matters. To improve our transformation rate, it is important to collect their feedback, via the "Student Feedback" interview, to fully understand their professional project and to develop a proposal that meets their expectations.

In addition to the assessment interview, a professional interview is offered to each employee. This interview is the ideal opportunity to discuss the employee's career path and professional development, and to discuss possible progress within the Group. An action plan is then defined.

In the Gfi Group, everyone plays an active role in their own career path according to their ambition, potential, performance and opportunities. There are many opportunities for development, given the diversity of our businesses and geographical locations, but gateways are also possible within a business line or between business lines. Thanks to the mapping of all the Group's skills and professions, we have a clear vision of developments or gateways in order to better recruit, promote and develop skills.

These common business standards for the entire Gfi Group in France cover the following business lines: Service Applications, Service Infrastructures, Software, Consulting, Business Solutions, Sales, Management and Support Functions. The purpose of this Job and Professional Pathway Management approach is to have a prospective representation at 3 years of our future needs, with an action plan to adapt our skills accordingly (training, career development, recruitment, etc.).

#### **HAPPY GFI: A SATISFACTION SURVEY ON WELL-BEING AND QUALITY OF LIFE AT WORK**

Promoting the well-being of employees and quality of life at work are the objectives of the Happy Gfi programme. It offers activities, events and space layout arrangements but also sports courses and piano lessons.

Every month, employees are invited to answer a satisfaction questionnaire and give their opinion on 3 items: overall satisfaction, atmosphere, mission/position. The results are sent monthly to managers with an analysis so they can establish appropriate action plans (salary progression plan, strengthening individual support, enriching missions, actions contributing to personal development, etc.).

For our employees on client missions, we organise dedicated events at headquarters and in the regions. Called "Welcome", they allow them to meet up with colleagues from the Gfi Group and keep in touch.

#### **ENCOURAGING MOBILITY**

As a source of performance, motivation and fulfilment, the Gfi Group encourages and facilitates internal, functional and geographical mobility. As part of our internationalisation, we offer professional career opportunities in the twenty or so countries where we operate: Spain, Portugal, Colombia, Mexico, Brazil, United States, Morocco, Ivory Coast, Angola, Tunisia, Belgium, Poland, Switzerland, Romania, Singapore, England, China, Austria, Sweden...

The Gfi Group does encourage international mobility, which has many advantages career-wise: gaining experience, getting fluent in a language, and discovering new cultures. The Group recently issued a brochure on the subject.

Any request for internal mobility is accompanied by an in-depth study of the application by the recruitment and HR representatives of the host entity concerned, with a physical or remote interview as appropriate.

#### **TELEWORKING: STRIKING THE RIGHT BALANCE BETWEEN WORK AND PRIVATE LIFE**

A telework agreement has been signed for several years. Only employees may initiate this mode of work organisation. Under this scheme, up to two days a week can be worked at the employee's home in exchange for compensation. In parallel with this telework agreement, occasional telework days can also be arranged, to allow a better work-life balance. Teleworking undeniably contributes to the well-being of our employees, in particular by reducing their home-to-work commute time and allowing them to work in a more familiar environment. Modern communication tools used at the Gfi Group, such as Skype Enterprise, make it possible to maintain the professional link and continue to work in a collaborative mode.

All of these initiatives enable the Gfi Group in France to curb turnover increase in a fast rising sector, especially in IT Services.



WORLDWIDE

In Belgium:

- Several concrete actions have been taken to build employee loyalty. With regard to compensation, we have implemented a FlexReward plan to increase their purchasing power. Thanks to an agreement with the State on intellectual property, the net salary of some consultants identified in this framework has been optimised. We have also improved monthly allowances through a tax measure. This measure, which differentiates us from other IT Services companies on the Belgian market, enhances our attractiveness for candidates. We also deal with non-material aspects, such as increased monitoring of employee well-being, and paying closer attention to employees' issues. We encourage team spirit and foster team coaching by providing support to team leaders. Finally, monthly events are organised to cheer everyone up.
- **At Realdolmen** – Since employee well-being fosters loyalty, Realdolmen has implemented a teleworking policy that allows employees to work up to 2 days a week at home.

In Tunisia:

- We have launched a first salary-increase campaign following the performance-assessment campaign, and a second market-alignment campaign to achieve a balance and reduce turnover in the face of local competition. The company's culture has been strengthened, in particular with an internal communication strategy to keep employees informed of company news, as well as internal events that strengthen team cohesion and the federation of employees around common values. Our presence on social networks is also a source of pride for employees as Cynapsys, following its acquisition by the Gfi Group, has become one of the most recognised players in the Tunisian IT sector.

In Poland:

- Our target is to reduce staff turnover to 10% in the long term. To this end, the Gfi Group's East subsidiary establishes long-term relationships with its employees by offering them attractive career opportunities in an international environment. We focus on the development and promotion of juniors and new team leaders. For the latter, we have also deployed a new incentive model. Finally, a project rotation process offers everyone the opportunity to work with attractive technologies. The benefits are reviewed regularly.
- Our subsidiary ROFF has launched a survey to measure employee satisfaction and motivation.

In Morocco:

- In response to the talent drain to other countries where salary levels are more attractive, we have strengthened our retention measures and deployed a young graduates programme. This includes career development, internal and external training and certification. An attractive salary package has also been put in place. The first effects are felt with a staff turnover curbed to below the sector average.
- In May 2018, during the Assises de la responsabilité sociale in Casablanca, the Gfi Group for the third time was awarded the CSR Label of the Confédération Générale des Entreprises du Maroc. This award recognises the efforts made as a dynamic Digital Service Company to improve accountability. In Morocco, we have been certified since 2008 and are the only structure in our field to obtain this label.



In Mexico:

- We encourage flexible hours and teleworking to achieve a work-life balance. We also allow 3 days for family events (deaths, marriages, etc.). Employees are also valued and we strive to develop their know-how and interpersonal skills. Finally, we strengthen our employer brand by listening to employees' comments and suggestions and regularly publish a report on health and safety at work (report shared with employees).
- New Gesfor employees follow an integration programme that reinforces their sense of belonging. Upon arrival, they receive an accreditation and a "cordon porta gafete" personalised with the company's name and a welcome kit (Notebook, Information Triangle). Virtual integration activities are also offered on internal social media, such as games, contests, speed networking, nominating an employee who best embodies the organisation's values, and Calaverita literacy: a pet photo contest.

GENERATE VALUE FOR OUR CLIENTS THROUGH INNOVATIVE AND SUSTAINABLE SOLUTIONS

DIGITAL WORKPLACES COMBINE COLLECTIVE DYNAMICS AND WELL-BEING AT WORK

Awakit, the Gfi Group's digital agency, designs and deploys a new generation of intranet. These Digital Workplaces are powerful levers for improving the quality of work life and empowering teams. They offer collaborative work tools as well as targeted business applications that enhance the efficiency and performance of employees and decentralise the company. Their use facilitates document-sharing, nomadic work and cooperation, improves communication and information-sharing, and gives a sense of belonging.

AN HR OFFER TO DEVELOP TALENT

A simple and scalable, centralised human resources management system available to both human resources professionals and employees is what the Gfi Group offers its clients through its SIRH offer. Recruitment management, performance assessment, training, skills and career development, compensation and leave management, expense reports, etc. Many interconnected modules are available to simplify the management and follow-up of all staff administration and career development assignments, which saves valuable time for all.

## 2.4. The Gfi Group makes training a key focus of its HR policy

### TRAINING POLICY IN FRANCE

In the digital age, everything goes very fast. The growth of our employees and the adaptation of their skills to market developments are essential both for the Group's dynamics and for everyone's motivation. Training occupies a central place in their careers and several courses are offered to them, whether in technical fields, professions or personal development.

At the heart of innovation and transformation, the Gfi Group supports its employees by training them in agile methods, DevOps, Cloud, security and cybersecurity, project management, testing, architecture, languages and soft skills. Ambitious training plans, particularly on agility, are being launched in all regions of France where the Gfi Group is present.

Through a hot and cold assessment of the training provided, the Gfi Group checks its effectiveness and the acquisition of employees' skills. With a high rate of around 86%, Gfi Group employees in France say they are satisfied with their skill acquisition.

#### E-learning in support of the training strategy

All our employees must have soft and hard skills in line with market developments and clients' demands. The Gfi Group offers them the opportunity to train by providing them with a rich e-learning offer, whether in IT, a language or office automation/digital skills.

In 2018, for the new generations who expect a better work-life balance, the e-learning offer was enriched to work on soft skills and professional efficiency. Agility, digital, banking, better managing meetings, improving presentation, organising working time, project management and leadership are some of the themes in the catalogue.

Another change: whereas previously the request could only be initiated by managers, today these training courses are available at the request of the employee with the agreement of their manager.

#### The universities of the Gfi Group

As part of a continuous process of skill and career development for our employees, the Gfi Group has created My University Gfi (MUG). The purpose of this system is to encourage all stakeholders to support the general policy of the Gfi Group and its business components. This digital learning platform is led by Gfi Group experts and is aimed at all employees. To date, it has more than 147 training courses, accessible to the 10,000 employees. It is also this platform that hosts all the other e-learning platforms purchased, in order to make them easier and more fluid for our employees.

With the managers' university that was set up more than two years ago, the Gfi Group wishes to pay particular attention to the management population, a major support for our strategic plan. The objective of these certification training courses is to spread a managerial culture in support of the Gfi Group's strategy: empowerment of managers within their scope, decompartmentalisation, skills and practices homogenised around our DNA and values. 270 managers took this training course, and recently received their diplomas.

### WORLDWIDE

#### In Tunisia:

- Each new employee receives half a day of training on the Group's quality policy. They are also encouraged to take technical training of their choice and to obtain certification. We further propose financial support to employees who wish to pursue their IT engineering studies, by partially covering the costs of their studies, and by adjusting their project schedules.

#### In Belgium:

- Realdolmen offers Microsoft training online via the Pluralsight tool. A training catalogue is available, but employees can also request non-catalogue training. Employees who are undergoing training are invited to give their opinion via Empower (alias ETWEB, provided by Lumesse);

#### In Portugal:

- ROFF has deployed a new talent-management system called Success Factors.

#### In Mexico:

- **Gesfor** has set up an e-learning platform called **Sunion**, which offers online training specific to Gesfor-Gfi. Reports measure participant activity and satisfaction. We also have a database, **Talaris Icaro**, which provides the occupational classification (step) of each employee.

## 3. BE A TRUSTED PARTNER TO OUR STAKEHOLDERS

2

In an increasingly virtuous legislative and regulatory environment, we ensure that the entire value chain functions ethically and responsibly, in order to build a relationship of trust with our clients over the long term, and support them on a daily basis towards a responsible digital transition.

### 3.1. Compliance and ethics, at the heart of the Group's activities

#### TO BE A RESPONSIBLE PLAYER IN THE MANAGEMENT OF OUR ACTIVITIES

##### A COMMITTED MANAGEMENT TEAM

In 2018, the members of the Gfi Group Executive Committee were actively involved in Compliance and Ethics issues and supported various initiatives launched by the Group Legal and Compliance Department. This involvement at the highest level of the Group has resulted in strong messages from Executive Management, aimed at making Compliance and Ethics a guarantee of trust for its employees and Group partners.

The Group Legal and Compliance Department defines and implements the Group's strategy in this regard, instructs Compliance Officers based abroad in the monitoring of control procedures, and ensures that the Group Compliance programme is properly applied within the various foreign subsidiaries.

##### RENEWED MEMBERSHIP IN THE UNITED NATIONS GLOBAL COMPACT

In 2018, the Gfi Group for the third consecutive year renewed its membership of the United Nations Global Compact, aimed at encouraging companies worldwide to adopt a socially responsible attitude by committing to integrate and promote the four areas of the Compact: human rights, international labour standards, the environment and the fight against corruption.

##### A REINFORCED ETHICS CHARTER EXTENDED TO THE GROUP

In France, the Group deployed an Ethics Charter in 2015 to guide the behaviour expected from employees, corporate officers and directors with regard to fundamental principles such as: responsibility, integrity, respect for others, objectivity, loyalty and trust.

Following the publication of the "Sapin II" law, the Ethics Charter was updated in 2017 to incorporate "anti-corruption" provisions and extend its scope to all Group subsidiaries (anti-competitive practices, corruption, fraud, conflict of interest, etc.). The new Ethics Charter was the subject of a consultation with employee representative bodies in France. It is annexed to the Rules of Procedure and has been in force since 1 January 2018.

In parallel, in 2018, the Group's Legal and Compliance Department conducted an audit of all its foreign subsidiaries to assess the various policies implemented and ensure that local ethical codes are aligned with the principles of the Group's Ethics Charter. This audit identified the changes required to harmonise practices in order to deploy a set of values and ethical principles common to all Group employees.

##### A COMPLIANCE PROGRAMME DEPLOYED

Aware of the new obligations and intent on putting procedures in place for greater transparency and the prevention of potential risks, the Gfi Group launched a Compliance programme in 2017, which was deployed throughout 2018.

In 2018, concrete actions were implemented by the Group Legal and Compliance Department, including:

- The creation of a network of compliance officers within foreign subsidiaries, led by the Group General Counsel in their capacity as Group Chief Compliance Officer, to ensure that key messages (tone from the top) are relayed to all Group employees;
- Raise awareness of compliance among operational staff for instance by presenting the main challenges and actions to be taken in their daily professional activities at meetings attended by all Group managers;
- Implement practical guides on the subjects that constitute a strategy for implementing the principles set out in the Ethics Charter (in particular gift policy, choice and use of third parties (business providers, agents, etc.);

## ENGAGE COLLECTIVELY, MAKE SUSTAINABLE PROGRESS

Be a trusted partner to our stakeholders

- In addition, an alert procedure accessible to all has been activated in the main countries where the Group operates. The procedures are described in the Ethics Charter and in a dedicated practical guide. In the event of a suspected or known violation of a law, regulations or fundamental principles set out in the Charter (i.e. discrimination, violence, harassment, corruption, etc.), any Group employee or corporate officer may contact the Group Chief Compliance Officer via the address [ethic@gfi.fr](mailto:ethic@gfi.fr), describing the facts that they have directly observed and providing all the evidence in their possession; the mechanism ensures the whistle-blower's protection.

In 2019, the Gfi Group aims to set up targeted training courses (specific communication sessions and e-learning) that can be deployed in foreign subsidiaries on the same media. These training courses will enable the Gfi Group to ensure that the rules set out in the Ethics Charter are properly understood and applied to a wide range of its employees, both in France and abroad. In addition, in order to strengthen the involvement of the business units in the deployment of a Compliance strategy, a Compliance Committee led by the Group Chief Compliance Officer will be set up. This committee is made up of the Group's Chairman and Chief Executive Officer, Business Line managers both in France and abroad, and the main managers of the support functions (HR, Finance, Security); in addition, regular updates on the progress of the implementation of the Compliance programme and its proper execution within the operational units will be made to the Group's Executive Committee. KPIs will also be defined to measure the progress of the deployment of the Compliance and Ethics programme.

### IMPLEMENTED CONTROL PROCEDURES

In 2017 and 2018, the Gfi Group carried out a mapping of compliance risks by two independent third party experts, which enabled it to:

- identify and conduct current and potential risk assessments;
- define preventive and corrective measures; and
- set up Group procedures applicable to all Group subsidiaries, such as prevention rules applicable before any partnership, relations with business partners, gift policies, etc.

In 2019, the Gfi Group aims to strengthen the Compliance and Ethics culture through targeted training modules, particularly abroad, and to increase its monitoring of the implementation of rules and policies: a targeted risk mapping will also be reiterated, focusing specifically on certain subsidiaries and activities considered to be the most exposed to corruption risks.

## ENSURE THAT ITS VALUES ARE RESPECTED WITHIN A RESPONSIBLE SUPPLY CHAIN

### A GROUP "RESPONSIBLE PURCHASING" CHARTER, FOR LONG-TERM RELATIONSHIPS WITH OUR PARTNERS

In its purchasing policy, the Gfi Group has always attached importance to not working with suppliers who fail to meet current ethical standards. For several years now, the Group has had a "Responsible Purchasing" charter in place, which must be signed whenever a subcontractor enters into a business relationship with the Gfi Group under a contract or a call for tenders.

The "Responsible Purchasing" charter and its evaluation questionnaire are currently being deployed in foreign subsidiaries.

At the end of 2016, the Gfi Group commissioned a trusted third party specialised in the collection and verification of regulatory and legal documents from suppliers. This vigilance company, already mandated in 2014 to collect administrative, social and tax documents

from all suppliers, also collects and checks that the referenced partner has signed the "Responsible Purchasing" charter and the CSR questionnaire attached to it. The statistics of suppliers that are not up to date with their legal documents are sent to the Gfi Group each month. The follow-up of supplier compliance with CSR documentation is monitored directly by connecting to the platform.

In 2017, the Group Purchasing Department initiated an action in France to check the consistency of the suppliers present on the platform with whom the Group does business (deletion, enrichment).

### COMPLIANCE WITH THE DUTY OF CARE AND THE SELECTION OF SUBCONTRACTORS WHO SHARE THE SAME VALUES

In accordance with the Law No.2017-399 of 27 March 2017 on the duty of care of parent companies and ordering companies, the Gfi Group had announced in its previous Registration Document, its vigilance plan to detect and prevent the risks of serious violations of human rights, fundamental freedoms, health, safety of persons and the environment.

As a reminder, the Gfi Group's plan includes:

- risk mapping by country in order to identify, analyse and prioritise risks resulting from the relationship between the Gfi Group and its subcontractors and suppliers;
- an assessment of the Group's subsidiaries, subcontractors and suppliers with whom the Company has an established commercial relationship, with regard to risk mapping;
- concrete actions taken to reduce the risks identified:
  - signature of the "Responsible Purchasing" charter with all suppliers and subcontractors;
  - inclusion of CSR clauses in contracts;

- internal controls on all Group subsidiaries through social and environmental audits at all levels of the value chain (assessments, audits and reports):
  - a steering committee for the compliance plan, which meets every six months, has been set up. Reports are scheduled annually to the Executive VPs in order to monitor the prevention and evaluation measures implemented within the Group;
  - deployment of the compliance programme as described above in the Corporate section, paragraph 1- Compliance and ethics, at the heart of the Group 's activities, including an alert system and the collection of reports relating to the existence or occurrence of risks.

Throughout 2018, the Gfi Group focused on the deployment of its compliance programme, as well as the signing of the "Responsible Purchasing" Charter for all new subcontracting contracts.

The Gfi Group furthermore entered into a partnership with EcoVadis at the beginning of 2019. The purpose of this partnership is to carry out systematic audits and ensure real-time monitoring via a platform, as subcontractors may represent a risk with regard to the provisions of the Sapin II Law and the Duty of Care.

As part of this partnership, it is planned that CSR assessment will be integrated into the Group's subcontractor selection process. These evaluations will enable the Gfi Group to have essential information for each subcontractor (rating, benchmark, position in the sector, etc.) in order to decide whether to maintain the listing of subcontractors or to deregister those presenting the greatest risk.

## 3.2. Supporting our clients towards a responsible and sustainable digital transition

### GUARANTEE A SECURE SYSTEM FOR DATA PROTECTION

The Gfi Group, given its activity, the epicentre of which lies in the processing of its clients' data, has always set itself the primary objective of scrupulously guaranteeing the protection of the data entrusted to it.

First of all, in the context of the entry into force in France of Act No. 78-17 of 6 January 1978, amended in 2004, relating to information technology, files and freedoms, by putting in place measures to ensure that personal data are processed in complete security, with due respect for the rights of the persons concerned, and that they remain confidential.

The implementation of the provisions of the General Regulations on the Protection of Personal Data (RGPD), which were

largely anticipated, has enabled the Gfi Group to further strengthen its internal policy and review its processes in order to be able to give all the guarantees to its clients and partners as leading data actors. These regulations aim to strengthen the responsibilities of the various actors (controllers, processors), reaffirm and extend the rights of European citizens and provide new security guarantees. To its credit, European regulations have led to better consideration of risks both for Gfi Group clients and within the Group.

Under the aegis of the Group Quality and Safety Department and the Group Legal and Compliance Department, which are responsible for its governance, several projects were carried out in 2017 and 2018.

#### THE CENTRAL ROLE OF THE DATA PROTECTION OFFICER (DPO)

In each European Union member country where the Group operates, a DPO has been appointed: they ensure compliance with personal data protection regulations within the Gfi Group and are responsible for maintaining the register of processing activities carried out by their company, whether as data controller or as subcontractor. They can be approached at any time by employees who wish to access, modify, delete or rectify their data. They are the contact point for the Group's clients but also for the supervisory authorities to whom they report any incidents. They support the development and implementation of the awareness programme.

#### THE PROTECTION OF PERSONAL DATA IS EVERYONE'S BUSINESS

Training and ongoing awareness of all employees, both on requirements and risks, but above all on the situations encountered and the actions to be taken, are key aspects of the Group's approach. Because data protection concerns everyone, in 2018, the operational and sales teams were trained in the GDPR to understand the changes involved in this new regulation and to take ownership of the new internal processes. As part of these training courses, the Group aims to set up monitoring tools in 2019 to assess the number of employees trained each year.

**OUR COMMITMENTS TO OUR EMPLOYEES**

Following the entry into force of the GDPR, our employees' rights have been strengthened. An awareness campaign and tools have been put in place to exercise their rights of access, modification, rectification and deletion of their data. The Group has also proceeded with the compliance of its internal processes, in particular those of our Human Resources functions, by ensuring in particular the compliance of subcontractors and third-party software used by the Group.

**OUR COMMITMENTS TO OUR CLIENTS**

Gfi Group clients expect a very high level of protection for personal data. To meet this shared requirement, the Gfi Group has carried out several projects from both the legal and operational perspectives. This included a review of the compliance of the Group's client operations and software packages, as well as the processing of pre-sales to answer legitimate client questions and anticipate future projects.

In a constructive approach, the Gfi Group also provides its clients with assistance and service options to meet their needs and support them throughout their journey towards RGPD compliance. The Gfi Group's DPOs are in contact with their counterparts at clients' premises on request.

With regard to the transfer of data outside the European Union, the Gfi Group is committed to guaranteeing all its clients, in all countries where the Gfi Group operates, a level of security equivalent to what it would be if their data were processed within the European Union.

A Personal Data Protection Charter is being finalised. It should form the basis of practices applicable to all the Group's subsidiaries and contribute to the alignment and consistency of the Gfi Group's actions both internally and with its clients and partners.

**ASSIST OUR CLIENTS AND SHARE A COMMON VISION**

As a subcontractor, the Gfi Group must comply with the requirements of the GDPR. While maintaining the principle that the controller is the sole guarantor of the protection of personal data vis-à-vis data subjects and supervisory authorities, the GDPR emphasises the responsibilities of the processor and brings more rigour to the clauses to be included in the contract between the controller and the processor.

Under this new regulatory framework, the objective is to instruct the client and ensure them that, by contracting with the Gfi Group, they will have a solution or service that complies with the RGPD,

while remaining the controller. This includes assistance with data protection impact assessments in the scope of the services subscribed to, proposals for realignment with regulatory requirements in the event of identified deviations, advice on functional or technical architecture, etc. It is also reflected in the design programs that natively integrate processes and best practices leading to "by default, by design" compliance of all Gfi Group software.

**COMPLIANCE WITH THE GROUP'S CONTRACTUAL POLICY**

The Legal and Compliance Department also contributed to taking the new European regulations into account and, in close collaboration with the DPOs and the Group Quality and Safety Department, participated in the implementation of a personal data protection culture.

In 2018, a governance of international lawyers was established. All have received extensive training in data protection. This committee is responsible for defining and harmonising the Group's contractual policy in order to communicate the practices to be applied in all countries. The committee also advises and communicates with the subsidiaries on the application of the GDPR and deals swiftly with alert reports.

All contract documentation has been reviewed to adapt it to the new rules resulting from the GDPR. Finally, in order to harmonise, internal training within the Legal Department has been initiated. Its purpose is to raise awareness among all lawyers so that they would be able to manage the GDPR aspects of their contracts in accordance with the Group's internal contractual policy and identify areas that require vigilance.

**CYBER-RISK MANAGEMENT**

As safety management is a priority, the resources implemented in the Gfi Group are:

- Security system: human organisation (DSG), Information Systems Security Management System, monitoring, deployment of best practices and certifications, employee awareness and training, compliance perimeter management (specific measures implemented and controlled for a given perimeter, most of the time for a client or partner perimeter);
- Processes and resources organising corporate due diligence (continuity of security with our suppliers and subcontractors, VigiFraud monitoring and alert network, FR-Secur monitoring and alert network);
- The processes and resources that organise business continuity.

**GENERATE VALUE FOR OUR CLIENTS THROUGH INNOVATIVE AND SUSTAINABLE SOLUTIONS**

**SMART CITIES: WHERE OUR SOLUTIONS MEET THE MAJOR CHALLENGES OF FUTURE GENERATIONS**

How can we put the citizen and the territories at the heart of our concerns? How can we support growing urbanisation and make the cities of tomorrow sustainable? How can we meet the needs of local authorities to better control their budgets? How can new services be developed for citizens to improve their quality of life in cities, their satisfaction and their well-being? These questions that the Gfi Group's Smart Cities offer addresses with services designed to improve the management of public infrastructure in terms of mobility, water, energy and waste management, to promote the development of territories.

While Smart Cities contains many challenges, two phenomena will definitely accelerate their adoption. One is technological, with the advent of digital, cloud, big data and multiple and growing uses in mobility. The other, societal, with the evolution of citizens' behaviours, who expect the same performance and personalisation of services from their community as those that they have in their private environment.

In 2018, the Gfi Group supported the city of Belfort in optimising its urban transport and the city of Nimes in deploying digital e-services for its residents. The Gfi Group also supports the city of Béthune and the Communauté d'agglomération in digital strategy missions. The Gfi Group's Software business, which is part of the Group's DNA, is a guarantee of proximity to local authorities. The Gfi Group is number 1 in terms of software in departments with 50,000 to 150,000 inhabitants. A presence and a detailed knowledge of client needs that give us the ability to create effective solutions to improve cities and make them the Smart Cities of tomorrow.

**PLANT 4.0: MODERNISING OUR INDUSTRY TO DEVELOP FUTURE JOBS**

The situation of French industry gives cause for concern: investment delays, ageing machinery, plant closures... The countrywide Industry of the Future project aims to encourage each industrial company to take a step forward in the modernisation of its production tool and in the transformation of its economic model through digital technology. Digital technologies are at the origin of the upheaval in the industry. It is difficult to imagine such a revolution without the contributions of Cloud Computing, whether to store data or work in collaboration with remote workstations, without the use of software in SaaS mode, and without Big Data Analytics which improves production through predictive maintenance.

In response to this major challenge, the Gfi Group has developed a Factory 4.0 offer that implements our expertise in digital technologies (Mobility/IoT/Digital continuity/Gfi Lab), our business expertise (product/process design (PLM End to End), production device management and control, manufacturing operations) and our know-how in supporting the transformation of organisations.

The Gfi Group actively participates in the Alliance Industrie du Futur for the national deployment of the Industry of the Future plan through its involvement in the Syntec Numérique working group. The Gfi Group also relies on its innovation laboratory, the Gfi Lab, which develops operational solutions equipped with the latest advances in terms of innovative technologies and uses.

Factory 4.0 is an opportunity for France to strengthen its industry and make it more competitive and flexible in the era of the digital revolution. With it comes the desire to preserve and even develop future industrial jobs.

### 3.3. A strong regional impact

## A TERRITORIAL NETWORK THAT CREATES VALUE

The Group has many decentralised regional offices (around 40 in France and as many abroad). This long-standing choice of proximity to clients enables it to hire employees locally and limit the number of trips required for assignments. This organisation facilitates the integration of intervention teams into a familiar economic and social environment and helps to reduce misunderstandings and conflicts with clients' local contacts. The Gfi Group's contribution to local development and better resource management is a differentiating aspect of its strategy.

### SUPPORT THOSE IN NEED

In France, local recruitment and the need for specific skills limit the possibilities for cooperation with integration associations, educational institutions or other local associations on employment issues.

Nevertheless, the Gfi Group carries out several actions, partnerships and sponsorships in other areas, as indicated below.

- the Gfi Group supports a crèche run by Babilou. The crèche serves several companies and is open to the population of Saint-Ouen.
- Every year, two "don du sang, don de soi" ("give blood, give of yourself") operations are set up in collaboration with the Bichat Hospital. To this end, donor employees are transported to Bichat and then taken back to Saint-Ouen (principle of accompanied collection). An EFS correspondent has been appointed and a website dedicated to the operation has been set up on the Intranet.
- Sponsorships with charities such as the Red Cross and Pianomasterclub have been signed. A piano was installed in the lobby of the head office followed by several other pianos installed in the main regional agencies. Accessible in self-service to all employees, placed according to the layout of the premises in the entrance hall or in break rooms, pianos encourage many moments of exchange, sharing and conviviality. The Gfi Group thus aims to ensure a balance between professional life and the personal development of its talents through music. At the same time, the Gfi Group is becoming a sponsor of the Piano Masterclass programme where top pianists in the making from various conservatories are offered a training weekend led by a maestro and financed by the Group.
- The Gfi Group has signed a partnership agreement with the G9+ Institute to promote and coordinate information, exchange and training activities in the fields of information, communication and digital technologies, in scientific, technical, technological, economic, social and cultural terms.
- The Gfi Group is a partner of Women In Africa Philanthropy, which promotes the dissemination of education in the field of economic development, and more particularly the training of future female entrepreneurs.

## WORLDWIDE

### In Belgium and Luxembourg:

- Donations are made to the association SOS Villages d'Enfants, to enable young people who cannot finance their studies to follow a technological training course at a technical school in Rwanda.

### In Spain:

- The Group offers the Espacio de Voluntariado Corporativo programme, which includes a wide range of activities to strengthen ties between the company's employees. It is within this framework that a partnership has been concluded with the Spanish Federation for Rare Diseases (FEDER), to support the Federation's actions in improving the living conditions of sick people, in particular through annual donations.

### In Morocco:

- An agreement has been signed with the National Agency for the Promotion of Employment and Skills (ANAPEC). It aims to offer integration contracts to certain unemployed young people in order to facilitate their return to work. In addition, employees are invited to participate in sponsorship actions, for example, through a "winter clothing drive" in partnership with the MAGHREB SECOURS association.

### In Poland:

- By acting in favour of the recruitment of disabled people, we contribute to the social and professional integration of the most vulnerable.

- We are part of the Bike2Work Programme, which aims to help people in need. The principle is to encourage employees to transform the kilometres cycled into financial assistance for charities and associations that provide assistance to sick children.
- We also participate in The noble box project which helps families in difficulty during the Christmas holidays. Employees participate in the form of material and financial donations.

### In Portugal:

- We have entered into a partnership with the Banco Empreendedor da Cidade - Olivais association, which supports the poorest families by organising food drives. We invite our employees to become volunteers. Following the acquisition of ROFF, the Gfi Group also benefits from two main volunteer programmes to involve employees in activities with non-profit organisations (human sciences association and Bagos D'Ouro association).



## 4. ACTING FOR A SUSTAINABLE PLANET

2

The Gfi Group has made the fight against climate change its environmental priority. We are taking action to reduce our environmental footprint in our service activities and also that of our employees. This is reflected in a set of daily actions around two axes: (i) reducing the carbon footprint related to travel, and (ii) the use of resources.

### 4.1. Reducing the CO<sub>2</sub> footprint related to travel

#### TRAVEL POLICY

The Gfi Group applies a strict travel policy in order to streamline processes (travel, expense reports, invoicing) and control indirect costs. In this way, we can influence the business travel patterns of our employees. Thus, for any business travel between 1 to 3 hours, our travel policy gives preference to train rather than plane travel.

#### AUTO FLEET

In France, the Car Policy has been modified. Since 1 January 2018, only vehicles emitting no more than 100g CO<sub>2</sub>/km (compared to 110g CO<sub>2</sub>/km in 2017) have been eligible for our catalogue and are offered to 99% of our French employees. Actions are also being taken to encourage the use of hybrid vehicles (petrol-electricity or diesel-electricity) within the car fleet.

#### TELEWORKING

In France, a teleworking agreement (2 days) was signed in 2011, promoting the reduction of costs and CO<sub>2</sub> emissions related to travel while maintaining social cohesion. In 2018, more than 10% of Gfi Group employees in France requested to benefit from telework on a recurrent or exceptional basis (transport problems, etc.).

#### HAPPY CAR

In France, since June 2015, the Gfi Group has deployed a car-sharing solution for electric and/or hybrid vehicles throughout France to promote more environmentally friendly travel. This programme allows the borrowing of an electric and/or hybrid car for business travel, free of charge, during working hours and for personal travel on weekends (from Friday 6:00 pm to Monday 9:00 am). In 2018, more than 42% of car-sharing reservations were made by head office employees.

#### NETCONFERENCING TOOLS

The Gfi Group provides its employees with a range of teleworking tools (conf calls, Arkadin, Skype...).

## WORLDWIDE

#### In Poland:

The Gfi Group has joined the "Bike2Work" programme to encourage all employees to cycle to work. The kilometres travelled are donated to a charity (25,000 km for 2,900 euros in 2018).

#### In Portugal:

The Gfi Group plans to deploy a fleet of Gfi bicycles in 2019.

Our subsidiary ROFF has created an online training course on "green driving" available on the Moodle learning platform. In 2018, it was followed by 10% of their employees.

## 4.2. Reducing the CO<sub>2</sub> footprint related to the use of resources

### REPROCESSING OF ELECTRICAL AND ELECTRONIC EQUIPMENT

The management of waste electrical and electronic equipment (WEEE), which has been in place for years, helps to reduce the CO<sub>2</sub> footprint associated with our activity. The Gfi Group in France relies on an approved supplier (Cèdre) for the recovery and reprocessing of its WEEE.

In addition, the Gfi Group distributes electronic equipment to its clients. In this respect, the Gfi Group is a member of the ESR eco-organisation, which is responsible for collecting and processing discarded professional electrical and electronic equipment. In 2018, the organisation collected 375kg of specific equipment (compared to 0kg in 2017), mainly for badge readers.

### SELECTIVE SORTING

The Gfi Group promotes recycling and selective sorting by using suitable containers in offices and cafeterias on its sites.

### REDUCING PAPER CONSUMPTION

In September 2018, in France, the Gfi Group made secure collective printer-scanners and copiers available, encouraging a reduction in the use of paper. This initiative resulted in making 165,052 less printouts in the last quarter of 2018 compared to 2017.

In addition, the Gfi Group offers its employees the possibility of replacing their pay slips with an electronic version, with an electronic safe.

Finally, the use of meal vouchers has been replaced in France by a dematerialised card.

## WORLDWIDE

### In Portugal:

In 2018, the Gfi Group donated computer equipment to the social solidarity association ENTRAJUDA and signed a partnership agreement with the recycling company AMB3E for the collection of WEEE.

The Gfi Group's ROFF subsidiary also collects packaging, mobile phones and caps on behalf of its employees.

## OTHER ACTIONS

### In Spain:

Gfi is ISO 14001 and draws up a concrete action plan each year:

- communication: using company channels to report on environmental issues
- awareness: limiting the unnecessary use of resources to prevent waste;
- environment-management training;
- an annual environmental improvement programme;
- a waste recycling and elimination procedure applied at all group levels and premises.

The procedure includes normal operational situations as well as anomalies, emergencies and accidents that might have an impact on the environment.

## 4.3. Focus on our CSR Labels

### REPROCESSING OF ELECTRICAL AND ELECTRONIC EQUIPMENT



NOUS SOUTENONS  
LE PACTE MONDIAL

In 2018, for the third consecutive year, we renewed our commitment to the United Nations Global Compact and therefore to human rights, international labour standards, environmental protection and the fight against corruption.



Since 2010, we have relied on the experts of EcoVadis to carry out the Group's CSR assessment. In June 2018, for the 2nd year running, we obtained the "GOLD" label. According to EcoVadis, "Gfi Informatique SA (Group) is in the top 6% of suppliers evaluated by EcoVadis in the Computer programming consultancy and related activities category".



In May 2018, during the Assises de la Responsabilité sociale in Casablanca, Gfi Informatique Morocco for the third time was awarded the CSR Label of the Confédération Générale des Entreprises du Maroc. This award recognises the efforts made as a dynamic Digital Service Company, working for better accountability. Gfi Morocco has been certified since 2008 and is the only entity in its field to obtain it.



Environmental Management: In 2018, our Spanish subsidiaries in Madrid and Bilbao renewed their ISO 14001 certification in the 2015 version of the standard for consulting, project implementation and information-system maintenance.

5. KEY PERFORMANCE INDICATORS (KPIs) <sup>(1)</sup>

## 5.1. KPIs Cultivating everyone's talent is an opportunity for all

Risks	HR Indicators	France	Spain	Portugal		LatAm / United States					
		France	Spain Gfi	Gfi Portugal	ROFF Portugal	Gfi Informati a Colombia	Gfi Informati a Mexico	Gesfor <sup>3</sup>	Efron Consulting Inc United States	ROFF Brasil	
Diversity	Legal staff on 31/12	10,310	2,765	628	825	219	69	536	16	79	
	Effectif au 31/12 par type de contrat sans stagiaires	permanent contract	9,865	2,660	364	812	219	3	439	15	79
		fixed-term contract	57	105	264	13	0	66	97	0	0
		other contracts (apprentices...)	388	0	0	0	0	0	0	1	0
		Total	10,310	2,765	628	825	219	69	536	16	79
	Workforce on 31/12 by gender	Male	7,795	1,996	477	511	141	43	382	9	60
			1,106								
			6,668								
			21								
		Female	2,515	769	151	314	78	26	154	7	19
			349								
			2,164								
		TOTAL	10,310	2,765	628	825	219	69	536	16	79
	Average age on 31/12	40.9	38.6	37.5	37.4	33.3	33.0	36.4	38.7	34.0	
Average seniority in the group on 31/12	7.8	5.6	5.6	5.8	1.6	2.0	2.7	2.9	1.7		
Average annual fixed salary on 31/12	44,729	30,554	19,670	20,440	8,878	15,660	17,595	79,008	13,384		
Average annual total salary on 31/12 (including contractual variable)	46,293	31,906	20,260	26,620	10,057	15,660	17,648	80,907	19,982		
Average wage / minimum wage in the country	1.1	3.0	2.8	2.9	3.4	-	-	3.7	5.2		
Minimum wage / minimum wage in the country	2.6	1.2	1.1	1.3	1.0	-	-	1.6	1.8		
Recruitments	Number of recruitments	permanent contract	2,146	873	54	130	154	0	250	3	41
		fixed-term contract	95	120	188	4	0	44	84	0	0
		internship	199	98	0	53	0	0	0	0	0
		other contracts (apprentices...)	273	0	0	0	0	0	0	3	0
		employees from acquisitions	0	0	0	0	0	0	0	0	0
		Total	2,713	1,091	242	187	154	44	334	6	41
	of which recruitment of young graduates	405	115	41	27	44	3	35	1	7	
Conversion rate of assisted contracts and trainees	41.8%	50.0%	-	-	-	-	-	-	-		
Loyalty	Turnover	Turnover on 31/12	17.5%	25.6%	29.8%	11.3%	47.9%	5.3%	55.0%	86.0%	36.7%
		of which unmanaged turnover on 31/12	13.9%	19.7%	9.9%	10.7%	9.9%	2.3%	22.0%	26.0%	32.9%
		of which managed turnover (unless departure jointly agreed)	1.1%	5.9%	0.0%	0.0%	8.2%	2.9%	0.6%	6.3%	0.0%
Employee satisfaction rate on 31/12	92.5%*	83.0%	-	81.0%	-	-	-	-	-		
Skills	Rate of completion of individual interviews	23%	8%	-	-	-	-	-	2%	-	
	Rate of employees trained per year	32%	55%	41%	39%	53%	3%	-	-	30%	
	Number of hours of training per year and per employee	41	37	33	58	72	21	-	-	101	
	Satisfaction rate on the acquisition of skills (Cold Evaluation)	90%	79%	-	76%	-	-	-	-	-	

(1) Key Performance Indicator

Risks	HR Indicators	Benelux		Switzerland	Poland	Africa				Total**	
		Gfi Belgium <sup>1</sup>	Realdolmen Group <sup>2</sup>	Switzerland	Poland	Gfi Morocco	ValuePass	Gfi Ivory Coast	Gfi Tunisia		
Diversity	Legal staff on 31/12	224	1,280	30	143	303	76	43	191	17,737**	
	Effectif au 31/12 par type de contrat sans stagiaires	permanent contract	224	1,277	28	129	303	76	43	149	16,685
		fixed-term contract	0	3	2	12	0		0	2	621
		other contracts (apprentices...)	0	0	0	2	0		0	40	431
		Total	224	1,280	30	143	303	76	43	191	17,737
	Workforce on 31/12 by gender	Male	181	1,028	2	97	190	49	36	119	13,116
		Female	43	252	28	46	113	28	7	72	4,622
		TOTAL	224	1,280	30	143	303	76	43	191	17,737
		Average age on 31/12	40.0	40.0	45.5	36.0	33.8	28.7	38.3	29.3	39.5
		Average seniority in the group on 31/12	6.4	7.5	13.6	4.9	5.2	2.7	4.2	1.8	6.8
		Average annual fixed salary on 31/12	49,834	50,723		23,159	20,241	30,816	22,959	9,023	38,350
		Average annual total salary on 31/12 (including contractual variable)	50,821	51,467		23,159	22,684	32,115	22,959	9,084	39,940
	Average wage / minimum wage in the country	2.8	2.8	-	3.7	7.2	11.0	20.8	4.8	-	
	Minimum wage / minimum wage in the country	1.4	1.5	-	1.1	1.1	2.2	1.1	2.9	-	
Recruitments	Number of recruitments	permanent contract	61	220	4	31	96	32	10	84	4,189
		fixed-term contract	0	2	0	14	0		0	2	553
		internship	0	29	0	0	33	17	0	77	506
		other contracts (apprentices...)	2	1	0	2	0		0	39	320
		employees from acquisitions	0	0	0	0	0		0	8	8
		Total	63	252	4	47	129	49	10	210	5,576
	of which recruitment of young graduates	28	85	0	16	32	20	0	38	897	
	Conversion rate of assisted contracts and trainees	-	78.6%	-	-	-	-	-	-	-	
Loyalty	Turnover	Turnover on 31/12	6.3%	10.2%	26.7%	30.8%	31.7%	29.0%	16.3%	49.7%	20.3%
		of which unmanaged turnover on 31/12	0.0%	9.3%	13.3%	19.6%	31.7%	29.0%	11.6%	27.7%	-
		of which managed turnover (unless departure jointly agreed)	0.9%	0.9%	10.0%	0.0%	0.0%	26.3%	2.3%	5.2%	-
		Employee satisfaction rate on 31/12	-	-	-	-	-	-	-	77.0%	-
Skills	Rate of completion of individual interviews		64%	-	100%	100%	84%	-	100%	16%	23%
	Rate of employees trained per year		54%	63%	-	45%	80%	-	33%	64%	40%
	Number of hours of training per year and per employee		114	138	-	25	8	-	25	62	49
	Satisfaction rate on the acquisition of skills (Cold Evaluation)		-	-	-	92%	-	-	100%	75%	-

\* This rate is the one achieved in December 2018.

\*\* Pro forma headcount of 19,000 employees

<sup>1</sup> Gfi Informatique companies in Belux: Gfi Belux (Belgium), Gfi NV (Belgium), Gfi PSF (Luxembourg).

<sup>2</sup> Companies belonging to the Realdolmen Group: Realdolmen NV (Belgium), Real Solutions SA (Luxembourg), Real software Nederland (Netherlands), Frankim NV (Netherlands).

<sup>3</sup> Companies belonging to the Gesfor Group: Gesfor Mexico S.A de C.V (Mexico), Gesfor Mexico Services S.A de C.V (Mexico), GSFR de Mexico S.A de C.V (Mexico), Gesfor Panama S.A. (Panama).

## 5.2. KPIs Be a trusted partner to our stakeholders

**Associated KPI:** In 2018, 143 requests for access to personal data were processed.

## 5.3. KPIs Acting for a sustainable planet

### MONITORING OF CO<sub>2</sub> EMISSIONS FROM TRANSPORT IN 2018

Entities concerned	Kilometre consumption (in Km)		Kilometre consumption (in Km)		Kilometre consumption (in Km)		Kilometre consumption (in Km)	
	Airplane (Air France airline)	CO <sub>2</sub> emissions (tonnes of CO <sub>2</sub> )	Car Rental	CO <sub>2</sub> emissions (tonnes of CO <sub>2</sub> )	Company cars	CO <sub>2</sub> emissions (tonnes of CO <sub>2</sub> )	Train	CO <sub>2</sub> emissions (tonnes of CO <sub>2</sub> )
Gfi France	3 515 013	678	2 597 617	281 <sup>(1)</sup>	14 801 315	2 516.5 <sup>(1)</sup>	10 588 208	26
Gfi Spain	2 166 639	308 <sup>(1)</sup>	Not monitored	Not monitored	Not monitored	Not monitored	845 879	43 <sup>(1)</sup>
Gfi Portugal	309 357 <sup>(2)</sup>	44 <sup>(2)</sup>	-	-	1 475 746	145.53 <sup>(1)</sup>	Not followed up	Not followed up
<b>TOTAL</b>	<b>5 991 009</b>	<b>1 081,66</b>	<b>2 597 617</b>	<b>281</b>	<b>16 277 061</b>	<b>2 662.03</b>	<b>11 434 087</b>	<b>63.98</b>

(1) CO<sub>2</sub> emissions associated with the mileage consumption of rental cars, company cars and also Spain's CO<sub>2</sub> emissions have been updated using the conversion factors determined by ADEME.

(2) The data presented here concern both air travel and also car rental travel in Portugal.

### MONITORING OF THE VOLUME OF WASTE ELECTRICAL AND ENGINEERING EQUIPMENT PROCESSED IN 2018

Entities concerned	Scope of consolidation	D3E (in Kg)
Gfi France	Ile-de-France	4 984
Gfi Spain	Barcelona - Bilbao - Madrid	668.9
Gfi Portugal		13.34
IMPAQ Poland		0
<b>TOTAL</b>		<b>5 666.24</b>

**TABLE OF CONCORDANCE WITH THE 10 PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT AND THE SUSTAINABLE DEVELOPMENT GOALS**

Principles of the Global Compact	Sustainable Development Goals	Chapter(s) of the document
<b>HUMAN RIGHTS</b>		
<p>1. Companies are encouraged to promote and respect international law on the protection of human rights.</p> <p>2. Companies are invited to ensure that they are not complicit in human rights violations.</p>	<p>1. Zero poverty</p> <p>2. Zero hunger</p> <p>3. Good health and well-being</p> <p>4. Quality education</p> <p>5. Gender equality</p> <p>6. Clean water and sanitation</p> <p>7. Clean and affordable energy</p>	Social Part - Societal Part
	<p>8. Decent work and economic growth</p> <p>10. Reduced inequalities</p> <p>11. Sustainable cities and communities</p> <p>16. Peace, Justice and Effective Institutions</p> <p>17. Partnerships for the achievement of these goals</p>	Societal Part
<b>INTERNATIONAL LABOUR STANDARDS</b>		
<p>3. Companies are encouraged to respect freedom of association and to recognise the right to collective bargaining.</p> <p>4. Companies are invited to contribute to the elimination of all forms of forced or compulsory labour.</p> <p>5. Companies are invited to contribute to the effective abolition of child labour.</p> <p>6. Companies are invited to contribute to the elimination of all discrimination in employment and occupation.</p>	<p>1. Zero poverty</p> <p>3. Good health and well-being</p> <p>5. Gender equality</p>	Social Part
	<p>8. Decent work and economic growth</p> <p>9. Industry, innovation and infrastructure</p> <p>10. Reduced inequalities</p> <p>16. Peace, Justice and Effective Institutions</p> <p>17. Partnerships for the achievement of these goals</p>	<p>Social Part - Societal Part</p> <p>Social Part - Societal Part</p> <p>Social Part - Societal Part</p>
<b>ENVIRONNEMENT</b>		
<p>7. Companies are encouraged to apply the precautionary approach to environmental problems.</p> <p>8. Companies are invited to take initiatives to promote greater environmental responsibility.</p> <p>9. Companies are encouraged to promote the development and spreading of environmentally friendly technologies.</p>	<p>2. Zero hunger</p> <p>6. Clean water and sanitation</p> <p>7. Clean and affordable energy</p> <p>9. Industry, innovation and infrastructure</p> <p>11. Sustainable cities and communities</p> <p>12. Responsible consumption and production</p> <p>13. Measures to combat climate change</p> <p>14. Life below water</p> <p>15. Life on land</p> <p>17. Partnerships for the achievement of these goals</p>	<p>Environmental part</p> <p>Environmental part</p> <p>Environmental part</p>
	<p>3. Good health and well-being</p> <p>10. Reduced inequalities</p> <p>16. Peace, Justice and Effective Institutions</p> <p>17. Partnerships for the achievement of these goals</p>	Social Part
<b>FIGHT AGAINST CORRUPTION</b>		
<p>10. Businesses are encouraged to take action against corruption in all its forms, including extortion and corruption bribes.</p>	<p>3. Good health and well-being</p> <p>10. Reduced inequalities</p> <p>16. Peace, Justice and Effective Institutions</p> <p>17. Partnerships for the achievement of these goals</p>	Social Part

## 6. REPORT BY ONE OF THE STATUTORY AUDITORS, APPOINTED AS AN INDEPENDENT THIRD PARTY, ON THE CONSOLIDATED NON-FINANCIAL STATEMENT INCLUDED IN THE GROUP MANAGEMENT REPORT.

### GFI INFORMATIQUE

#### FOR THE YEAR ENDED 31 DECEMBER 2018

To the Shareholders,

In our capacity as Statutory Auditor, appointed as an independent third party, of GFI Informatique and accredited by COFRAC under number n°3-1080<sup>(1)</sup>, we hereby report to you on the consolidated non-financial statement for the year ended 31 December 2018 (hereinafter the "Statement"), included in the Group management report pursuant to the legal and regulatory provisions of Articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

#### The entity's responsibility

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

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement.

#### Independence and quality control

Our independence is defined by the requirements of Article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies

and procedures regarding compliance with the ethical requirements, French professional guidance and applicable legal and regulatory requirements.

#### Responsibility of the Statutory Auditor, appointed as an independent third party

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

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

However, it is not our responsibility to comment on:

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

*(1) Of which the scope of accreditation can be found on the website [www.cofrac.fr](http://www.cofrac.fr).*



## Nature and scope of our work

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

French Institute of Statutory Auditors (“CNCC”) applicable to such engagements, as well as with ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information.

Our procedures allowed us to assess the compliance of the Statement with regulatory requirements and the truthfulness of the Information:

- we obtained an understanding of all the consolidated entities’ activities, and a description of the social and environmental risks associated with their activities;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in Article L. 225 102 1 III;
- we verified that the Statement presents the business model and the key risks associated with all the consolidated entities’ activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators;
- we verified, where relevant with respect to the principal risks or the policies presented, that the Statement provides the information required under Article R. 225-105 II of the French Commercial Code;
- we assessed the process used to identify and confirm the principal risks;
- we asked what internal control and risk management procedures the entity had put in place;
- we assessed the consistency of the outcomes and the key performance indicators used with respect to the principal risks and the policies presented;
- we verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with Article L. 233-16 of the French Commercial Code within the limitations set out in the Statement;
- we assessed the data collection process implemented by the entity to ensure the completeness and truthfulness of the Information;
- for the key performance indicators and other quantitative outcomes<sup>(1)</sup> that we considered to be the most important, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data,
  - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities<sup>(2)</sup> and covers between 55% and 93% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
- we referred to documentary sources and conducted interviews to corroborate the qualitative information (measures and outcomes) that we considered to be the most important<sup>(3)</sup>;
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

## Means and resources

Our work was carried out by a team of three people between November 2018 and March 2019.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted interviews with the people responsible for preparing the Statement.

*(1) Social quantitative information: total headcount and breakdown by gender, contract and professional category; hiring; departures; number of hours of training and number of people trained. Environmental quantitative information: number of kilometres by type of transport, CO<sub>2</sub> emissions related to transport, volume of WEEE treated.*

*(2) GFI France, GFI Spain, GFI Portugal, ROFF Portugal.*

*(3) Qualitative information on the following parts: “acting for our employees”, “sustainable innovations”, and “regional footprint”.*

**CONCLUSION**

Based on the procedures performed, nothing has come to our attention that causes us to believe that the non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respect.

Neuilly-sur-Seine, 29 April 2019

Original French report signed by  
Statutory Auditor appointed as an independent third party

**Grant Thornton**  
**French member of Grant Thornton International**

*Samuel Clochard*  
*Partner*





Gfi Informatique - La Porte du parc - 145, boulevard Victor hugo - 93400 Saint-Ouen

Tel.: +33 (0)1 44 04 50 00 - fax: +33 (0)1 44 04 59 00

[www.gfi.world](http://www.gfi.world)