

CODE OF
CONDUCT
AND
ETHICS

2023



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The summary is interactive



MESSAGE FROM THE PRESIDENT



We ignite opportunity, accelerate Talent and their professional journeys and fulfil lives.

To carry out our exciting mission, we, Lincolnians, are committed to building a new world of Talent Representation, and providing our Talents with the best support throughout their professional journey.

Realizing our dream of Talent Representation requires us to align the best interests of all our stakeholders from Lincolnians, Talents, companies and shareholders to society in all our locations around the world.

Lincoln's shared values represent a solid foundation to move ahead: Nurturing Talents, Audacious together, Generously Enlightening, Accountable Role model.

Our 2023-2026 Strategic Plan positions Lincolnians as the top priority through building a truly ideal place to work, and fostering highly ambitious personal development for all. It also means building a new management culture driven by more autonomy and more ownership.

The B-Corp certification process and commitment is another way of helping us ensure our mission is a success, and that it brings the desired results to all our stakeholders.

This Code of Conduct is the ideal tool for outlining our shared principles, behaviors and practical day to day actions, to support and enhance our life together at Lincoln and with all our external stakeholders.

Implementing our Values, moving towards greater self-reliance, and fulfilling our mission require all us to commit to a common set of rules.

Inspiringly Yours

Matthieu BEAURAIN



INTRODUCTION

We, at Lincoln have adopted a Code of Conduct and Ethics.

This code is a statement from the management, indicating its commitment to the company's core values.

It articulates its expectations in terms of conduct, and provides practical guidance on how Lincolnians are expected to behave in the workplace, to ensure everyone understands what is acceptable and what is not. It also provides guidance for situations where the right thing to do or the right decision to make is not always clear.

This code promotes behaviors that will ensure that :

- **We commit** to providing our Lincolnians with good working conditions and fair employment practices.
- **We provide** excellent service to accompany our talents in their professional journey. In order to achieve the high standards expected, it is essential that Lincoln as an organization and as individuals act ethically and responsibly in everything we undertake.
- **We acknowledge** the importance of customer satisfaction and act in good faith in all agreements and provide quality services, fair pricing and professional after sales services.
- **We commit** to taking into consideration the social, societal and environmental consequences that our decisions have on all the Company's stakeholders.

It is essential that we all read, understand and comply with the Code and its principles. We all have a duty to follow the provisions of this code in letter and spirit.

It is binding and applicable to all staff worldwide.



I- OUR MISSION AND VALUES

Our Mission

At Lincoln, our mission is to be at the side of Talent throughout their professional journey, helping them to grow and flourish in order to build a stronger and more inclusive society together.

Our Values

Superior work teams recognize that consistently high performance can be built only on a right combination of rules and values.



Nurturing Talent – Everyday, we build an ongoing relationship with our Talents and Lincolnians so that everyone can develop and rise to their full potential in an agile and learning environment. Excellence, sharing and transmission are key words to deal with a constantly changing society.



Accountable Role Model – We are trusted partners. The sense of responsibility and ethics that drive us on a daily basis condition our actions and commitments to our Talents. We aspire to positively influence our surrounding community and move towards a fairer society.



Generously enlightening – We empower our Talents with passion and energy. We share our expertise and time generously and willingly, so that everyone can grow and blossom to their fullest potential. We support and cheer our Talents in order to bring out the best in them.



Audacious together – We work together to create a real impact on our talent communities so that our curiosity, tenacity and convictions can make a real difference alongside our Talents. We dare to innovate by encouraging risk-taking and bold initiatives in order to progress towards a better future.

At Lincoln, we intertwine our corporate values into our daily interactions with our colleagues, talents, clients, candidates, suppliers and shareholders. Every one of us is individually responsible for applying them on a daily basis.



II- Professional Ethics

We must be **honest and righteous and exercise the highest integrity** at all times and demonstrate professionalism in all interactions with colleagues, clients, candidates and other stakeholders.

The principles contained in the code of Conduct and Ethics, as well as applicable rules/regulations, must be understood and followed by all Lincolnians.

Non-Discrimination, diversity promotion, and fair employment

At Lincoln we apply a strict non-discrimination policy whether with colleagues, candidates, clients, suppliers and others.

As part of our business model and in accordance with our values, we have a strong responsibility for non-discrimination in internal recruitment practices as well as for our clients, **and we will always do our best to promote diversity in the workplace.**

- We ensure equal employment opportunities and promotion based on our assessment on competences
- We offer equal benefits and compensation package
- We Provide employees with equal opportunity to be considered for training, development and rewards

We educate our clients on non-discriminatory behaviors.

We respect the labor laws that apply in every country where in which Lincoln operates.

Related issues

My client makes discriminatory remarks when writing the job description (such as "not a woman", "not someone over 40") or when discovering the shortlist of candidates.

I should refer to the non-discrimination training I received and to the *anti-discrimination policy in the appendix of this Code of Conduct*. I then focus on candidate's skills rather than the client's discriminatory criteria. I reword the requirements, for example, "the job implies such and such technical skills, and/or working hours", and/or explain to him/her the criteria we will use to recruit the candidate we are looking for, explaining that our recruitment decisions are based solely on skills and aptitude. If my client continues to use discriminatory criteria, we will not continue the assignment for this client, and I will discuss with my manager the most appropriate way to inform my client of our decision.

When hiring for a sales position that requires a lot of travel, how can I address this requirement without turning it into a major issue?

I can't ask them if they have family or other constraints, but I can ask them if their personal organization will allow them to meet the requirements of the position.



Harassment-free environment

Lincoln is committed to maintaining a professional work environment where all talents, backgrounds and perspectives are valued, and where each person is treated with dignity and respect.

Moral harassment is manifested by repeated acts of unkindness: disobliging (disparaging) remarks, intimidation, insults, inappropriate gestures, etc.

Sexual harassment occurs when a person is repeatedly subjected to sexually suggestive comments or behavior with sexual connotations that violate his or her dignity due to of their degrading or humiliating nature, thus creating an intimidating, hostile or offensive situation.

Such cases can arise regardless as to whether there is a hierarchical link between the perpetrator and the person being harassed.

No employee should be subjected to such behaviors, the purpose or effect of which is to:

- degrade working conditions
- affect his or her rights and self-respect
- alter his or her physical or mental health
- compromise his or her professional future.

Discrimination or Harassment in any form whatsoever will never be tolerated. Any person who, when performing his/her duties, engages in such behavior is liable to disciplinary action.



Conflict of Interest

We must be careful at all times not to place ourselves in a situation that could give rise to a conflict of interest.

A **conflict of interest** exists when an individual's personal interests interfere or are perceived to interfere with those of the company and could adversely affect his/her objective judgment and/or be detrimental to the interests of clients/candidates/third parties

For example, a conflict of interest exists if, by virtue of your position, you are in a position, or are perceived to be in a position, to influence company decisions that impact your personal interests or those of your family members and/or relatives.

Situations that can lead to conflict

- I have other sources of compensation besides my sole compensation at Lincoln
- I have been offered a position on a Board of Directors of a company other than Lincoln
- I have a family member who works in the human resources or purchasing department of a client/prospect
- I would like to present a member of my family as a candidate to a client
- I am a shareholder of a service provider and would like to recommend him to Lincoln for work

In the above situations there may be a conflict of interest.

The appropriate reaction is to report and disclose the situation to your line manager and together you will consider whether to refer the matter to the Ethics Committee. Your manager and/or the Ethics Committee should be able to guide you in what you can do or should be doing to prevent conflicts from occurring.



Fight against corruption

We always act with integrity and shall not directly or indirectly accept any benefits given by any person in exchange for any kind of service.

Although every jurisdiction has its own laws, Anti-Bribery laws operate in similar ways in the countries where Lincoln is present to prevent corruption. All Lincolnians must comply with local regulations.

We are prohibited from giving gifts and entertainment with excessive value to clients or receiving them from vendors.

Gifts made with the intent to influence their recipients and those that create the appearance of a conflict of interest will not be accepted.



Questions/clients

My client is a tennis fan, can I invite him/her to a tennis tournament, such as the French Open (Roland Garros)?

My client has just had a baby and I would like to give him/her a baby present. May I?

Answer

The gift must be disclosed and authorized in advance by the manager. The amount of the gift must be reasonable and in line with the company's policy towards suppliers/clients, and consistent with the limits permitted by law and business practice.



Question/talent candidate

A candidate invites a consultant (for lunch?), can he/she accept?

Answer

The invitation can be accepted if the candidate is not in the process of recruitment.

If he/she is in the recruitment process, it is recommended to invite him/her



Data Privacy & Confidential Information

Confidential information is information that is not readily available to the general public.

Our privileged relationship with **clients and talents** requires us to pay the strictest attention to personal data.

Our reputation is based on trust and protection of confidential information.

Candidates and clients entrust us with confidential information about their experiences, compensation, company, business model, strategies, job search and colleagues.

What we do:

- In our contracts with our clients, we mutually agree to respect the confidentiality of the assignment itself, the information the company provides to us, and the information we provide to our clients about our candidates.
- We inform candidates upon receipt of their application of their rights to access, modify and delete their application.
- We undertake to take all reasonable precautions to keep Personal Data secure so as to prevent it from being distorted, damaged or accessed by unauthorized parties.

What we don't do:

- We do not disclose any information about the clients and candidates outside the scope of the assignments.

Even in countries that do not have strict data privacy laws, the laws of the European Union have a significant impact on how we collect, hold and use individuals' personal information in our database. Personal information in our database shall only be used to provide services to our talents and shall only be accessible by Lincolnians.

As a reference, the data privacy policy for Lincoln offices located in Europe drawn up in accordance with the General Data Protection Regulation (GDPR) voted in May 2016 in France is attached in the appendix of this code.



Questions

One of my clients wants to know the salary practices of his/her competitors and has asked me for some information. What is my reply?

I can provide remuneration ranges of what is practiced on the market (or data from market surveys) in an anonymous way but I cannot refer to any specific client or examples and disclose information that I would have had from other clients or candidates.

I work in a public place, what precautions should I take?

It is highly recommended to place a privacy filter on the screens of workstations used in public places.

A talent requested that we do not collect or keep his/her personal data, who should I contact internally?

Our talents have the right to obtain information about them in our database or to request that their records be deleted. The request should be forwarded to the designated internal person in charge of data privacy, the DPO.

Confidential Information about Lincoln

We undertake not to divulge any confidential information about the company to anyone outside Lincoln.

This confidential information may include

- the scale of fees
- our contractual clauses
- our client list (however, some references can be given if the assignments were not confidential)
- financial information which is not mentioned in the Annual report
- commercial practices

We are committed, both while we are in the service of the Company and after employment of the Company, to keeping all information acquired directly and indirectly during the course of the work or by virtue of our position in the Company, strictly confidential.



Intellectual Property / Copyright

The company takes a firm stance on respecting the intellectual property and copyright of all software, designs and patent rights.

No non-proprietary software may be installed, copied or used by the company's computers.

The software license acquired by the company may not be duplicated for home use or by computers not owned by the company.

Correct use of social media

The rise of social media and the scrutiny of these services by customers and colleagues requires even greater diligence on our part to preserve our reputation. Misuse of social media can threaten Lincoln's reputation for independence and integrity.

Employees' freedom of expression must not overshadow the principles of loyalty and confidentiality.

Therefore, we want to empower our employees to act professionally, both with discretion and in accordance with the *Social Media Policy attached to this code*.



III- Violations of the code

Whistleblowing Procedure

Lincoln is committed to conducting its business according to the highest standards of conduct and ethics and to fostering a culture of ethical conduct.

All Lincolnians share the responsibility of protecting the company and its reputation.

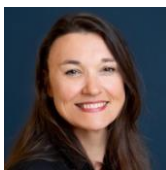
The whistleblowing process allows individual **employees and those in relationship with Lincoln** to confidentially submit a report of compliance or code of conduct violations of which they are aware.

When should a concern/report be put forward?

- If you see or have legitimate reasons to suspect a breach of the code of conduct principles
- If you can provide specific and credible information

There are several ways to ask questions or escalate your concerns:

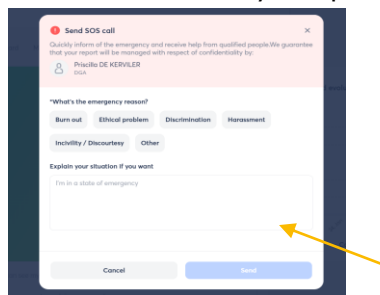
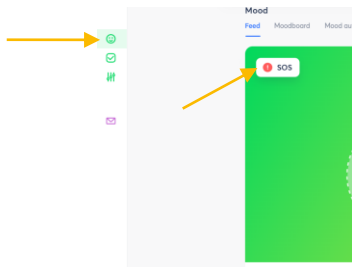
- When we are confronted with new or complex situations and have doubts about what to do, the first thing to do is to talk to your manager that may refer to the country manager.
- Depending on the situation, the next escalation level is to refer the matter to the committee for its opinion.
- It may also happen that in certain cases, it is not appropriate to talk to your manager (for example if it is involved in the issue); you can then refer the matter directly to
 - o The Deputy CEO either per email



Priscilla De Kerviler
Deputy CEO

 pdekerviler@lincoln-group.com

- o or via the [Zest platform](#) (accessible to all Lincolnians): click on “mood” on the sidebar and then on “SOS”. A window will appear, enabling you to quickly inform others of the emergency/situation and send the message. Your “SOS Call” will be treated with the strictest confidentiality by the Deputy CEO who is the only recipient of your request.



- o Ultimately to the Ethics Committee (ethicscommittee@lincoln-group.com)



For those who are in a relationship with Lincoln:

You can refer to the Deputy CEO ( pdekerviler@lincoln-group.com or directly to the Ethics Committee ( ethicscommittee@lincoln-group.com)

Timeline: The Whistleblower will receive a reply within 15 days with acknowledgment of receipt and with (or without) admissibility.

The Whistleblower will be informed regularly as to whether or not any actions have been decided if confidentiality allows it.

Protection of whistleblowers:

It's important to specify that reports of violations or possible violations of the Code of Conduct should be made in good faith.

Lincoln protects whistleblowers, in particular against potential acts of retaliation or disciplinary sanctions, and ensures that their identity is kept strictly confidential.

Whoever the person is (Manager, Country Manager, Deputy General Manager, Ethics Committee) dealing with the issue, they will make every effort to be as objective and independent as possible, and keep all information confidential.

All reports will be kept confidential insofar as possible, unless disclosure is necessary for the investigation or is required by law.

Files will be stored securely and will be destroyed within 2 months if no further action is to be taken. If further action is taken following the whistleblowing report, or disciplinary action or litigation is initiated, all the personal data collected during the investigation may be retained until the end of the proceedings, up to six years or until after all appeals have been exhausted.



Ethics Committee

The ethics committee is an interdisciplinary and consultative body that meets regularly. Its role is to reflect on ethical issues

The committee's mission is to:

- enlighten us and help us in our decisions,
- provide opinions and to make this Code of Conduct & Ethics evolve based on real-life situations

The Ethics committee is made up of the following members:



Anaïs Jacquot-Traxel

Talent manager

Paris



Cecile Cousteix

Partner

Paris



Antoine Lamy

Partner

Shanghai

The committee meets once a quarter and can meet on additional occasions if necessary

Email address  : ethicscommittee@lincoln-group.com

In particular, we serve clients in sectors that might be described as controversial, such as defense sector, wines and spirits, oil and gas, and mining. These sectors are key contributors to the economy. Our mission in Lincoln is to create the conditions of decent employment for our talents.

To uphold our professional ethics, we ensure that these clients operate within a disclosed and transparent Corporate Social Responsibility (CSR) policy. The turnover generated with these sectors remains below a threshold of 2% of Lincoln's overall turnover in order to prevent from any economic dependency.

In the event of a sensitive situation, the Ethics Committee must be consulted to formulate an opinion.



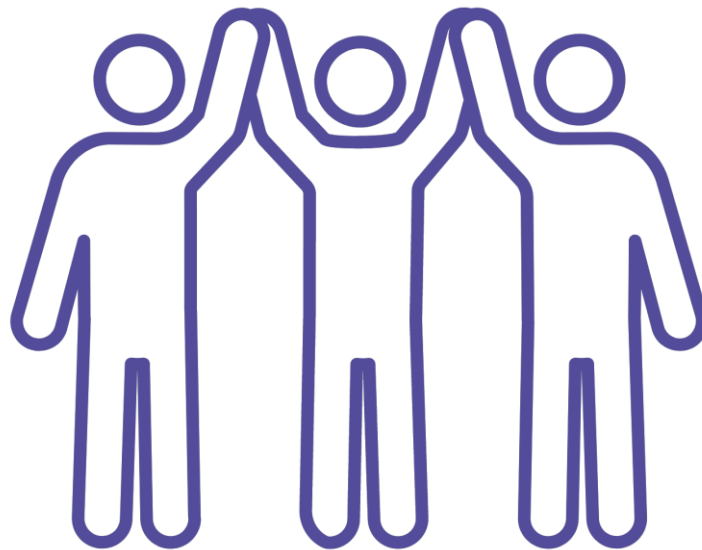
Conclusion

This Code of conduct contains the principles that guide every Lincolnian. Each of us must know, understand and apply these principles in our daily work.

No code or policy can anticipate every situation that may arise

This reference document is a resource to help when making decisions, exercising good judgment and common sense, and in turn to allow us to remain true to our commitments towards our talents, our colleagues, our partners, and our community at large.

If you have questions, please consult with your manager, regional human director or our country general manager.





APPENDICES

- **Personal Data Policy**
- **Anti-discrimination policy**
- **Social media Guidelines**



APPENDIX I: PERSONAL DATA POLICY

DEFINITIONS AND REGULATORY CONTEXT

#1 – Definitions

Data

Data is digital data, which refers to data that is represented in a format that is compatible with a computer. Lincoln generates, processes and analyzes several types of data, including:

1. Non-Personal Data

For example, management data (sales, margins, payroll, cash flow, etc.) or data concerning companies when an employee is not directly identified.

2. Personal data

Data is considered "personal" or "personal data" when it concerns identified or identifiable individuals (e.g., prospects, customers and candidates).

Data category	Examples of personal data
Civil status, identification data	Name, first name, email address...
Personal life	Supporting ID documents, date of birth, etc.
Professional life	Job level, coefficient, status, diplomas, training, annual individual interviews, etc.
Economic and financial professional information	Economic and financial professional information Remuneration, bonus, benefits in kind, expenses



Sensitive personal data

According to the CNIL, sensitive data is "information concerning racial or ethnic origin, political, philosophical or religious opinions, trade union membership, health, or sexual orientation. In principle, sensitive data can only be collected and used with the explicit consent of individuals."

The GDPR adds three categories of sensitive data: genetic data, biometric data and data revealing the sexual orientation of the person.

! As stipulated in Article 8 of the French Data Protection Act, as a matter of principle, the processing of sensitive data is purely and simply prohibited.

Processing of personal data

As soon as any personal data is collected or used to perform an action, automated or not, it will be constituted as processing of personal data.

The simple fact of noting, within the framework of a professional relationship, the name, the first name, the address and/or the telephone number of a customer constitutes a processing of personal data.

Examples of personal data processing:

- writing comments about a candidate on Admen;
- sending an e-mailing to our customers;
- filling in a contact form on our website.

Regulatory context

The European regulation on the protection of personal data

Voted in May 2016, the General Data Protection Regulation (GDPR) sets out the rules for the protection of individuals with regard to the processing of personal data. It reinforces the French Data Protection Act and must be implemented in all relevant applications throughout the European Union as of May 25, 2018.



The RGPD introduces the principle of Accountability: the data controller must be able to provide evidence of the compliance of personal data processing at any time. The processing operations must therefore be documented.

Fines can now be as high as 4% of the total worldwide annual turnover of the previous year.

The main principles of the RGPD



Purpose: specific, explicit and legitimate purpose of the processing



Minimization: reducing data to what is strictly necessary



Quality : preservation of the quality of personal data



Duration of conservation: duration necessary for the achievement of the purpose, in the absence of another legal obligation imposing a longer conservation



Consent: obtaining the consent of the data subjects or existence of another legal basis for the processing



Right to object: the right of data subjects to object to the processing of their data and to request its cessation



Right of access: the right of data subjects to access their data



Right of rectification / right to erasure: the right of data subjects to correct their data and to have it erased



Right to portability: the right of data subjects to receive their data in a structured, commonly used and machine-readable format and to transmit that data to another controller



Transfers: obligations regarding the transfer of data outside the European Union



Subcontracting: supervision of data exchanges and transfers to subcontractors



APPENDIX II : ANTI-DISCRIMINATION POLICY

What is employment discrimination?

Employment discrimination happens when an employee, trainees or apprentice or job candidate is **treated less favorably** than other employees or candidates because of their race, religious beliefs, age, sexual orientation, gender, familial status (e.g., pregnancy, marital status, obligation as a parent or caregiver), or disability (see below the criteria prohibited by the French law which can be inspiring).

Employment discrimination is **illegal** in almost every aspect of employment, including hiring (e.g., job descriptions, interviews, screening), promotions and bonuses, firing and layoffs, compensation, training, benefits and work assignments.

Discrimination in the workplace can occur in several stages:

There are generally two main types of discrimination at work:

Direct discrimination excludes people with particular attributes, such as race, gender or sexual orientation.

Indirect discrimination adds requirements that some people can't meet, such as requiring someone with children to frequently work overtime or at weekends.

Discrimination Criteria

According to French law (some countries may have additional anti-discrimination laws, so you should make sure that you follow all of the regulations in your area), discrimination occurs when the employer treats its employees differently based on:

- Age
- Physical appearance
- Genetic characteristics
- Banking
- Health status
- Pregnancy
- Disability
- Gender identity
- Spoken language (ability to speak in a language other than French)
- Place of residence
- Mothers
- Name
- Philosophical opinions
- Political opinions
- Sexual orientation
- Origin
- Particular vulnerability related to the economic situation
- Loss of autonomy
- Alleged race, ethnicity, nationality: membership or non-membership
- Religion: belief or affiliation or non-affiliation
- Gender
- Family situation
- Trade union involvement



To prevent employment discrimination,

As a preamble, it's important to stay informed on different federal and state laws regarding workplace and recruitment discrimination.

Be sure to hold training sessions or meetings if you need to inform employees of any updates or changes.

➤ **Writing job posts**

The job offer must not contain any of the criteria prohibited by law, in particular gender, physical appearance, age, ethnic origin, etc.

And in particular:

- No mention of age, or of maximum experience (exclude "maximum" professional experience, exclude "junior" and "senior", etc.)
- M/F: required
- Try to feminize the title and text body
- Exclude references such as "field man," "English, mother tongue", "native of the region", "ideally living in ideally Paris", "digital native", etc.

➤ **Pre-selection and selection of candidates**

These selections must not be based on criteria prohibited by law, including but not limited to:

- - Address - Family status - Family name
- - Knowledge of a language other than the one (or those) of the country
- - Religious convictions

Beware of asking questions about extra-professional activities

➤ **Interview**

The employer is required to comply with certain rules concerning selection of candidates. It must not raise unjustified questions about privacy, in particular whether the information requested may constitute grounds for discrimination, e.g., questions about religious practices, or marital status.

The information requested from a candidate during recruitment should only enable him/her to assess their skills.



Method :

Use fact finding

“Can you tell me about a situation where you demonstrated...

What was your assignment?

What were your tasks on the job?

What actions did you take?

Can you tell me about your results?”

What are SOFT SKILLS (competencies derived from skills and personality traits)

For recruiting through competence

- Problem solving
- Decision-making
- Confidence and trust
- Use of emotions
- Empathy
- Communication skills
- Time management
- Stress management
- Creativity
- Entrepreneurial spirit
- Boldness
- Motivation
- Vision
- Presence
- Sense of teamwork
- Curiosity
- Other similar skills

Always ask: Are my expectations directly related to the job (work code)? Necessary for the position?

➤ **The interview report**

The report should not include:

- personal assessments (good taste, bad taste, etc.)
- judgment on the presentation (versus criterion situation economic situation)
- elements relating to private life

But everything else, i.e., skills, experience, evaluation of skills in relation to positions, and not an evaluation/judgment of the person, can be included.



Examples of what we should never write or mention

“Excellent personality, polite and smiling. A slight Romanian accent. Excellent presentation. Available and hardworking candidate.”

“Excellent candidate in both relational and professional terms. Will be finishing her Master's degree. Looking for TT until September because 3 months pregnant. Will then be able to go to the office. ”

“Motivated candidate, pleasant and dynamic in her speech who has not worked since 2020 because she had an accident during a trip. Looking primarily for an international position.”

“High level candidate. Very effeminate. Worked for 10 years at XX Company in accounting but no regulatory status or actuary relationship.”

“Seeking a CFO/DAF position open to the area and location. His wife does not work and they have two small children.”

“Proper presentation, good communication skills. Dynamic Personality. Smells like cigarettes, which is a bit annoying. ”

“Good experience, but may have trouble fitting into a team that is too young.”

Client relationship

During a client briefing:

Some of our customers do not realize that they are discriminating by asking us to add certain criteria and it is our role to address this issue.

For this, here is how to behave

1. Neutralize your emotions and prejudices
2. Listen attentively and neutrally
3. Ask for clarification without judging
4. Reformulate on skills criteria
5. Ask for feedback from the client
6. If the client persists: rephrase on their terms
7. If the client still persists: inform politely as to why the criteria in question cannot be applied



Remind our clients that promoting diversity is important to the company

- Comply with the law
- Prevent image risk and loss of reputation
- Demonstrate its commitment as a socially responsible company - In CSR approaches, taking diversity and inclusion into account is becoming a must.
- Optimize human resource management: better manage skills, encourage employee involvement, prevent labor shortages
- Increase the company's economic performance: develop its capacity for innovation, better understand the expectations of its customers, open up to new markets

Diversity Managers

Lincoln has appointed Diversity Managers who are the guarantors of non-discrimination and the promotion of diversity in all our internal and external practices.

If you have any questions about how you are doing, your managers and diversity managers are there to advise you.

Europe :



Hilaire de Boisgrolier

Paris



Ophelie Marchal

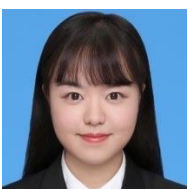
Paris



Solène Gadat

Warsaw

Asia :



Sabrina Song

Shanghai



APPENDIX III: SOCIAL MEDIA GUIDELINES

At Lincoln, we encourage you to share your passion and your expertise with your community because we value open communication. It's up to you whether you do this by participating in a blog, wiki, social media, or via any other online publication or discussion.

However, the way we communicate with one another, as well as with our customers, target audiences, and partners, is being transformed by these new modes of communication.

Maintaining a positive personal and professional image on social media is important because it can affect your reputation and job prospects. It's advisable to be mindful of the content you post and to keep your personal and professional accounts separate when you can.

In order to avoid any issues or misunderstandings, we have developed a few guidelines to provide you with helpful and practical advice for operating on the internet as an identifiable Lincolnian on LinkedIn, on our daily business tool.

First, please familiarize yourself with and follow the **Lincoln Code of Conduct**.

- 1. Use LinkedIn for professional networking and relationship building.**
- 2. Be respectful and professional in all interactions and use appropriate language and tone in all communications.**

Respect your audience. Use no racial or ethnic slurs, obscenities, or language that would not be permitted at Lincoln.
- 3. Maintain confidentiality and protect client and Talent information.**

Don't cite or reference clients, partners or suppliers without their approval. When referencing something, try to link back to the original source whenever you can.
- 4. Do not post confidential or proprietary information.**

The internet never forgets. This implies that whatever you post will remain public for an extremely long time. Here, common sense plays a major role. Review before publishing anything that even slightly makes you feel uncomfortable. Speak with your manager or Corporate Communications if you are still confused, and if it has something to do with Lincoln and its brand (please find contacts below).



5. Use discretion when sharing company news and updates.

Do not share things at random. When something is marked "for internal use only" that is exactly what it implies and it is not intended to be forwarded to anyone who is not a Lincolnian. However, you are encouraged to share Lincoln official publications.

6. Respect the privacy of others and do not post personal information.

You should have respect for other people's privacy and refrain from writing about controversial or incendiary subjects (like religion or politics).

7. Proceed with caution when posting about political or controversial topics.

Advice: if you wish to express your thoughts or political beliefs, use a pseudonym or accompany your post with a statement such "the posts on this site are my personal views and do not necessarily represent the position, strategy, or opinions of Lincoln and its brand". Please avoid using your corporate email address for private messages, and always write in the first person.

8. Use proper citations when sharing content from other sources.

Please respect copyright. Don't use anything that isn't yours. It is incredibly easy. It is that person's decision, not yours, to make their work publicly available. Please get permission from the owner first before posting someone else's creation.

9. Remember that your LinkedIn activity represents your personal brand as well as that of the company.

Build a consistent profile. When you identify yourself as such, keep in mind that other people will link you to your employer. Please make sure that your social media profiles and any associated content reflect the image you want to project to clients and colleagues.

*Contacts:  clopez@lincoln-group.com or your manager.



Clara LOPEZ

Communication manager

 Paris



DO / DON'T

If you have any doubt, please check with your manager or our Communication manager.

I work for a client, can I put it forward on social networks ?

We can react to our clients' publications with discernment and without divulging any subjective or confidential information.

Do's:

- Consult with your company's communications or marketing team before sharing information about your work with a client on social media.
- Be discreet and professional in all interactions.

Don'ts:

- Do not disclose any confidential or proprietary information about the client or your work with them.
- Do not violate your company's social media guidelines.
- Do not make judgments or comments about the client or your work with them.

I want to share my involvement with a charitable association on LinkedIn.

It's great that you want to share your involvement with a charitable association on LinkedIn! Here are some guidelines on what to do and not do:

Do's:

- Mention your involvement with the charitable association and share information about their mission and activities.
- Express your personal support for the charitable association and encourage others to get involved.
- Consult with your company's communications or marketing team to see if there are any opportunities for your company to support the charitable association or promote their activities on social media.

Don'ts:

- Do not disclose any confidential or proprietary information about your company or use company resources to promote the charitable association.
- Do not speak on behalf of your company unless you have been authorized to do so.



A client says they are looking for a CFO what am I allowed to?

Do's:

- Maintain confidentiality and protect the client's information.
- Consult with your company's communications or marketing team before sharing information on social media.
- Be discreet and professional in all interactions.

Don'ts:

- Do not disclose specific details about the client or the position on social media.
- Do not make judgments or comments about the client or their needs.
- Do not breach confidentiality by sharing proprietary or sensitive information.

A Talent is recruited and makes the announcement on LinkedIn:

Do's:

- Like or congratulate the candidate on their new job.
- Share information about the candidate's new job or company in a professional and positive way.

Don'ts:

- Do not make judgmental comments about the candidate or their new job.
- Do not disclose any confidential or proprietary information about the candidate or the hiring process.
- Do not breach confidentiality by sharing details about the candidate's qualifications or interview process.



THANK
YOU