

Corporate **Social** Responsibility 2011 Report



alTran

Modesty and resolve

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While communicating on the subject of Corporate Social Responsibility (CSR) has become an indispensable exercise, it is often used merely as a vehicle to comply with rating-agency criteria and charter commitments.

Too often, companies use Corporate Social Responsibility and the CSR annual report as an opportunity to present a dazzling showcase, demonstrating the virtues and advantages of their social and environmental commitments, and portraying them as perfect models of organisation with little room or need for improvement.

At Altran, our human capital is our main asset, and innovation our DNA. For us, progress is a permanent source of motivation and the driving force behind our creativity that fuels our enthusiasm and desire to invent the future.

We believe, however, that an ambitious CSR strategy must be blended with modesty. This is why we prefer to focus on our achievements rather than our projects; to underscore our results rather than our intentions.

This third Altran CSR report is not, therefore, an exercise in self congratulation, nor is it an anecdotal accumulation of best practices.

Our aim is not to compliment ourselves, but rather to present the results of our global strategy and the company's approach, transmitted by the managers throughout the echelons of the group.

Our goal is, above all, to share a common vision. It is the desire to implement a responsible strategy focused on constant progress which is sustainable, measurable and backed by strong and simple values, which all of our employees can identify with and invest in.

This common vision will be one of the keys to the success of Altran's new strategy and will enable the Group to achieve its primary objective: "to better serve our clients".

Introduction

Philippe Salle

Chairman and Chief Executive
of the Altran Group

Identity and strategy

As the global leader in Innovation and High-Tech engineering consulting, Altran accompanies its clients in the creation and development of their new products and services.

The Group has been providing services for thirty years to key players in the Aeronautics, Automotive, Energy, Nuclear power, Railways, Finance, Healthcare and Telecoms sectors. Covering every stage of project development from strategic planning through to manufacturing, Altran's offers capitalise on the Group's technological know-how in four key areas: Product Lifecycle Management, Mechanical Engineering, Embedded & Critical Systems, and IT Systems.

Thanks to Altran's innovation skills and the unique expertise of its consultants (all graduates from the most prestigious schools and universities worldwide), the Group has been able to consolidate its positions of excellence by offering modes of engagement tailored to meet customer-specific requirements.

We offer our consulting services and expertise in the field of high value-added technical-support projects providing

customised end-to-end and turnkey solutions.

As an international player, Altran has footholds in twenty markets spanning Europe, Asia and North America. In its role as a strategic partner, the Group offers global support for client projects, while ensuring the constant quality of its services. The Group is also intent on maintaining a regional presence in order to provide client-specific support in dedicated local markets.

Altran is a Limited Liability Company (Société Anonyme) listed on the SBF 120 indexes. The Group's head office is located at 58, boulevard Gouvion-Saint-Cyr, 75017 Paris, and its administrative headquarters at 2, rue Paul-Vaillant Couturier, 92300 Levallois-Perret. Details of the company's governance structure, board members, the number of independent directors, the special committees, the mandates of Altran executives, as well as a record of, and attendance rates at, board and special committee meetings held in 2011 are given in appendix 1 of the 2011 registration document.

More than

500 major client accounts

worldwide

Listed on the

SBF 120 index

1419.5 million euros

turnover in 2011

Operations in

20 countries

17,261 employees

worldwide, of which
15,324 are consultants

Background

1996 · Launch of the Altran Foundation for Innovation

2008 · Creation of a Sustainable Development Commission

- First meeting of Altran's Internal International Sustainable Development Network (5 member countries)
- Altran Spain signs the UN Global Compact

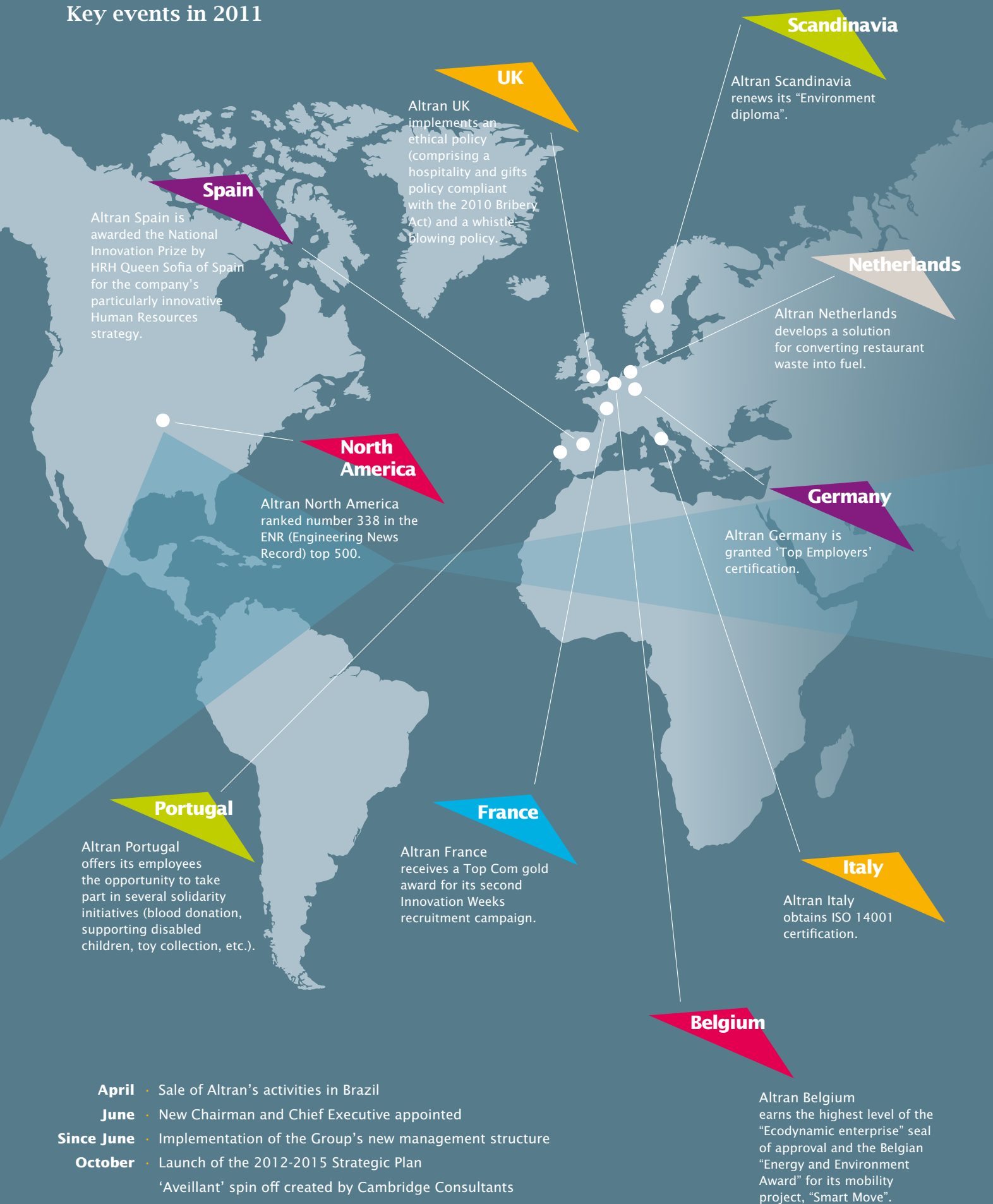
2009 · The Altran Group and Altran Italy sign the UN Global Compact

- Signature of the Diversity Charter in France and Italy
- Publication of the first CSR/ Sustainable Development Report
- Launch of Altran's internal Sustainable Development network in France

2010 · Creation of the Group's international sustainable-business expert network

- Altran signs the Diversity Charter in Spain
- Publication of the first set of GRI (Global Reporting Initiative) guidelines
- Publication of the second CSR/ Sustainable Development Report

Key events in 2011



Making commitments to universal principles



UN Global Compact

Altran joined the United Nations Global Compact in 2009. The Group's commitments are given in the Corporate Social Responsibility Charter which incorporates the main principles of the Global Compact in terms of human rights, labour standards, respect for the environment and the fight against corruption.

For every action carried out by the Group that is related to one of the principles of the UN Global Compact, the number of the principle concerned is indicated.

Human Rights

Businesses should:

- 1** Support and respect the protection of internationally proclaimed human rights
- 2** Ensure that they are not complicit in human rights abuses

Labour standards

Businesses should:

- 3** Uphold the freedom of association and recognise the right to collective bargaining
- 4** Eliminate all forms of forced and compulsory labour
- 5** Support the effective abolition of child labour
- 6** Eliminate discrimination relative to employment and occupation

Respect for the Environment

Businesses should:

- 7** Apply a precautionary approach to environmental issues
- 8** Undertake initiatives to promote greater environmental responsibility
- 9** Encourage the development and diffusion of environmentally friendly technologies

Combating Corruption

Businesses should:

- 10** Work against corruption in all its forms, including extortion and bribery

Fundamental principles of the International Labour Organisation

In the everyday running of its business, Altran endeavours to provide its employees with a high quality work environment that respects the main principles laid down in the Declaration of the International Labour Organisation (ILO). In particular, Altran's aim is to become a company actively focused on promoting rights in the workplace, providing decent employment opportunities, enhancing social protection and strengthening its social dialogue.

The Diversity Charter in France, Italy and Spain

As a signatory of the Charte de la Diversité (Corporate Diversity Charter) in France and the Carta per le pari opportunità e l'uguaglianza sul lavoro in Italy since 2009, as well as the Chárter de la Diversidad in Spain since 2010, Altran has strengthened its commitment towards eliminating discrimination in terms of employment potential and job description, and promoting diversity and equal opportunity.

Innovative consulting meets Corporate Social Responsibility

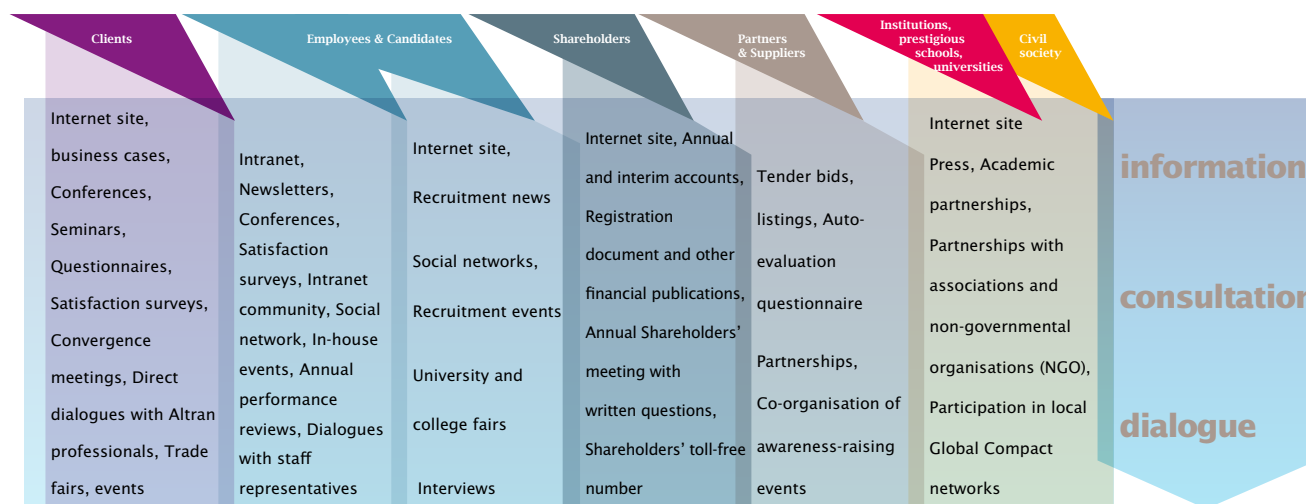
Via its Innovation and IT systems Consulting business, Altran interacts with society at large and the company's stakeholders on several levels, notably with regards to its: 1. clients, who receive daily support from our consultants working on client missions and are at the core of our strategy; 2. network of 17,000 employees, the Group's main asset; 3. shareholders, who stand to benefit from a return to profitable growth, thanks to the ambitious

objectives targeted; 4. suppliers, SMEs and economic growth, via our support to sheltered companies and the development of an innovation ecosystem; 5. relations with the grandes écoles (French prestigious schools), universities and institutions, via our dedicated programme to foster partnerships with further-education establishments, universities and institutions; and 6. contacts with a wide range of players, via strategic partnerships

and the Altran Innovation Foundation. After analysing the impacts of innovation consulting and the responsibility of Altran regarding its effect on society, we have identified three areas of commitment with respect to Corporate Social Responsibility (CSR):

- **Being a partner of excellence**
- **Being a responsible employer**
- **Being a committed player**

Exchanging with stakeholders



Multiple actors within the Group

International network of CSR correspondents

The mission of Altran's CSR correspondents in the Group's main regional markets is to collect information for the preparation of the CSR report, to present details of the initiatives undertaken and communicate information, to implement the Group's CSR policy at the national level by adapting it, if necessary, to meet local needs and challenges, to participate in coordinating actions and the exchange of best practices between countries and to develop a dialogue with local stakeholders. The Group's CSR correspondent network (members of the Corporate Communication Divisions at Group and regional levels, Heads of Human Resources, environment and sustainable development consultants, and Directors of Operations, etc.) ensures the accurate representation of the various functions and the group's comprehension of the different CSR challenges.

Altran's sustainable-business expert network

The Altran Group mobilised a number of its specialists and, in 2009, created an international network of skilled professionals to develop sustainable solutions in the fields of energy, sustainable cities (mobility and buildings), eco-technologies and eco-design. These specialists also provide support solutions in health, safety and environment management and Corporate Social Responsibility (CSR). This network enables Altran to pool expert knowledge and skills and provide an international and multi-disciplinary solution to the complex sustainable-development challenges confronting the Group's clients.

National CSR networks and committees

Altran's CSR networks and committees ensure the deployment of the Group's sustainable-development strategy at the local level in a number of the Group's operating countries. As such, the purpose of the French network is to communicate the Group's initiatives implemented throughout France and to deploy an annual action plan at the national level. In 2011, Altran participated in several joint operations such as fund-raising campaigns for the French charity restaurant association; 'Restos du Coeur', and the development of recycling. Every year, the Social Responsibility Committee at Altran Spain (Comité de Responsabilidad Social) defines the company's national CSR strategy. This committee includes representatives from several departments (Finance, Communications and Human Resources, etc.) and reports directly to the National Steering Committee.



Ongoing commitments

Being a partner for **excellence**

- Creating sustainable solutions
- Assessing sustainable value
- Measuring client satisfaction
- Ensuring data protection
- Building policies based on ethics
- Developing responsible purchasing

Being a responsible **employer**

- Recognising and developing talent
- Encouraging information sharing and dialogue
- Promoting diversity and equal opportunity
- Protecting the health and safety of employees
- Providing a quality work environment

Being a committed **player**

- Supporting initiatives for the common good
- Helping worthy causes worldwide
- Boosting innovation
- Minimising the environmental footprint
- Innovating for the environment

Being a partner for excellence



Ruediger Fox
CEO
Altran Germany

Interview

Creating sustainable solutions

How is sustainable development integrated into Altran Germany's new strategy?

Concerning our customers' clients and markets, there is a growing demand for a long-term approach with respect to the impact of products and businesses on the environment, as well as on society as a whole. Short-term optimisation of products and services is no longer a viable business model for the medium and long term. In addition, global challenges have emerged and outgrown the framework of traditional organisation and industrial definitions and, as such, require a cross-industrial approach. In my view, Altran is ideally positioned to support our clients in developing these solutions. Indeed, with a global network of 17,000 highly competent specialists, we are able to combine the technologies, our expertise and our savoir-faire both vertically and horizontally across the Group's various markets and industries.

While many of our projects in Germany today already have a strong focus on optimisation and therefore integrate this spirit of "sustainability", at the beginning of the year we restructured our generic services offer in order to make this high competence more visible on the market. We have grouped together our service offer, (from the individual technologies where Innovation is key in the search for new solutions, to pioneering solutions which transcend traditional industrial borders), and broken them down into four key poles of competence:

- Innovative Technologies
- Sustainable Products
- Sustainable Enterprise Performance
- Sustainability Concepts

With this approach, we have created the right mix of skill-sets needed to provide rapid solutions for a market that is changing from all points of view, and are ready to play a leading role in one of

the most profitable markets in Europe in this domain.

In addition, we have integrated a time component into the Group's best practices related to Innovation and solution development to create a new approach entitled Sustainovation. With this systematic method, we are able to merge the best elements of innovation creation with a new temporal perspective for the respective impacts and offer our customers a unique approach to meeting their challenges.

As sponsor of Altran's Sustainable-Development offer at the Group level, what are your objectives and expectations?

My role is to support as well as monitor the progress in the four key activities identified by the Group's Sustainable Development network:

- To collect and consolidate all best practices within the Altran Group which are directly related to Sustainable

Development, and communicate these as reliable service proposals to our clients; to make available a range of highly respected project references, which, through recommendations from satisfied clients, will help to build up our new customers' trust in our skills and expertise.

- To ensure the high level of expertise and holistic approach of these proposals in order to guarantee that the exemplary levels of quality that we are known for, are present across the entire Altran Group.
- To identify potential discrepancies in the level of expertise or capacity in our service offers and ensure that these are rapidly rectified by implementing appropriate measures to maintain a complete skill-set that meets the demands of our customers worldwide.
- To continually challenge the status quo by exploring new approaches which will allow us to continue offering new "cutting edge" solutions and, as such, maintain our leading position in this domain.

Sustainable Development is not merely a "fashion" or a temporary "bubble", but the next evolutionary step in a global industry which has seen a major shift in consumer consciousness. Our network will make sure that Altran remains a leading pioneer in the process which supports our clients and helps them maintain a stable position in their respective markets in both the medium and long term.

Assessing sustainable value



Valérie Archambault
Altran Research
Director

Launched in 2009 to build up the Group's positioning in Innovation Consulting, Altran Research is focused in three areas:

- Sustainability Engineering and Assessment (SEA): develop skills and tools geared to enhance the sustainable value of solutions, products and services
- Advanced Products & Solutions (APS): explore available technologies, design innovative assembling solutions and demonstrate their feasibility
- Management & Performance (M&P): develop organisations and innovative practices to improve the performance of Altran and its clients.

Sustainable Engineering and Assessment (SAE) programme

Innovation should provide us with technologies, products and services with added benefits compared to existing products. Sustainability is an emerging value with increasing interest which justify to replace old products by environmental friendly solutions. However, sustainable value is a complex notion that is difficult to appraise and which requires a research work. This is the purpose of Altran Research's sustainability program. This pre-normative research clearly differs from technological research and must be organized in a complementary way. We have developed a template for such research projects consisting in four axes: 1/ Specify the system to be assessed, 2/ Define relevant assessment criteria, 3/ Design and develop evaluation models for each criteria, and 4/ Optimize the multi-criteria system. With this in mind, research projects were launched in several fields, such as energy, construction, mobility, vehicle weight reduction, electro-magnetic rays, home healthcare, domo-medicine, recycling, bio-sourced products, sustainable finance, and complex systems.

2011: the first partnerships

Two years after it was launched, Altran Research concluded its first partnerships with the following public-sector laboratories: 1. the AgroParisTech National Institute of Agronomical Research (INRA) - Environnement et Grandes Cultures, 2. the INP-Toulouse Research laboratory in chemical engineering (Laboratoire de Génie Chimique (LGC) - UMR 5503 INP Toulouse/CNRS/UPS), 3. the Centre for Energy and Processes (Paris School of Mining - Mines de Paris), 4. the Psychology, Cognition and Communication Research Centre of the University of Rennes 2 (LAUREPS), 5. the Research Centre in Economics and Management of Telecoms Bretagne, and 6. the Atlantic Polyclinic, Nantes. These research partnerships supplement the Group's partnerships with several prestigious further-educational establishments: the University of Paris-Dauphine (Masters in Technology and Innovation Management), the AgroParisTech (Masters 2 in Environmental Engineering: water, waste and sustainable infrastructures), the Paris Telecoms Tech, the South Paris Telecoms Tech and the Douai School of Engineering (Mines de Douai; PDR module, engineering cycle, 2nd year, energy option).

Sustainability engineering and assessment is a new field of research that we consider essential to formulating solutions that are truly sustainable."

Valérie Archambault

ASSESSING THE SUSTAINABILITY OF:

A MICRO-FINANCE SYSTEM

Micro-finance is a form of solidarity for insolvent individuals excluded from the banking system, who pool their savings to finance their projects. Over 3,000 micro-finance institutions (MFI) provide financial services to more than 113 million micro-entrepreneurs worldwide. Within the framework of its OSIRIS project, Altran Research has been working on the development of innovative statistical evaluation tools to analyse the efficiency of micro-finance institutions. An empirical study was carried out on 317 MFIs spanning 13 distinct economic and geographic zones. The methodology implemented (Data Envelopment Analysis: DEA) gave an insight into the efficiency concept via an innovative approach (for MFIs), to surpass the traditional performance methodology and take account of the specificity of microfinance activities.

PLASTIC RECYCLING

Recycling plastics is a practical solution to the problem of the ongoing depletion of our fossil fuel reserves. New recycling technologies have been developed, but the question is, are these solutions really sustainable? Within the framework of its Recycling Petroleum-based Materials (RPM) project, Altran Research has proposed, in conjunction with the chemical engineering laboratory (Génie Chimique)

in Toulouse, a mathematical model providing the most realistic picture possible of waste recycling segments dealing in used plastic-bottle recovery. Based on this, a multi-criteria optimisation model was elaborated to determine the best criteria (bottle collection rate, quantity incinerated, etc.) in order to minimise the impact of the activities of these segments on the environment.

HOME HEALTHCARE SOLUTIONS

Given the increased life expectancy of the population, several technological solutions, such as Information Communications Technology (ICT), home-automation and robotics, have been developed to promote the coordination of personal home-care services and to improve the quality of life for the frail and the elderly. Within the framework of the S2D2 project, Altran Research has designed an assessment tool interfacing economic and human resources. An acceptability study carried out by Altran and the mobile phone operator, SFR, on New Information and Communication Technologies (NICT) for the elderly shows that an analysis by level of technological experience and skills (a criterion

related to activity rather than age) is more relevant than one based on age. At the same time, in conjunction with the research laboratory, LUSSE/MARSOUIN/CREM-Télécom Bretagne, we envisaged several scenarios for the organisation of the ICT, Health and Autonomy segment which is having difficulties getting off the ground. Our analysis shows that business plans and value chains in this segment could be based on the models implemented for the digital economy. At present, we are examining the benefits of NICT with respect to telemedicine and its impact on the quality of life, in conjunction with the research laboratory, LAUREPS, University of Rennes 2.

Case in Point

Measuring client satisfaction

International client satisfaction survey

To better meet its clients' needs, Altran launched a large-scale customer satisfaction survey in July 2011 to elicit clients' opinions regarding the quality of the Group's services. This survey was carried out at the European level by Ipsos, an independent market research organisation. The main findings of the study showed that:

- 91% of the clients who participated judged that the commercial relations with Altran's managers and account managers were good or very good.
- 92% were satisfied or very satisfied with the quality of services furnished by Altran teams while carrying out client missions.
- 87% thought that the image of the Altran group was good or very good.

The findings of this survey show that since the launching of Altran's first customer-satisfaction survey in 2006, our clients are eager to recommend the Group to their colleagues and/or family and friends. This survey also confirms the strong demand from most of the clients for Altran support on their international projects. Altran will continue to pursue its efforts in this domain to better meet its clients'

needs. In addition, survey results by country and by sector were mixed. Indeed, this is a major area of improvement and one which Altran is working on in order to provide its clients with the highest level of service in all sectors, worldwide.

At the end of 2011, Altran pursued these efforts by launching its 2012-2015 Strategic Plan geared to harmonise, reinforce and ensure regular measures carried out at the Group level to assess client satisfaction. A customer-satisfaction survey will thus be conducted every year.

Customer satisfaction at the national level

Customer satisfaction surveys at the national level are integrated into quality management systems.

In France, for example, Altran project managers carry out satisfaction surveys for each client project. The frequency of these surveys depends on the project's mode of engagement. In addition to end-of-project assessments for projects with a performance guarantee clause, quarterly surveys enable the Group to anticipate any signs of potential customer dissatisfaction. In addition, Quality Managers are responsible for developing specific

customer-satisfaction surveys, notably in conjunction with Global Account Managers. All of these surveys are monitored and assessed via the monthly scoreboards in each operating entity. The results of the 2011 survey exceeded quality strategy objectives, with a customer dissatisfaction rate of 1.4% (ADM 1/2) and 4.4% (ADM 3/4/5)¹.

Every year, Altran UK carries out an annual customer-satisfaction review based on evaluation feedback and remarks of company clients. Individual project appraisals are conducted in the form of one-on-one meetings between the project managers and their clients. Findings of the 2011 customer-satisfaction survey show that more than 90% of company clients were satisfied with the quality of services.

In July 2011, Altran Italy introduced a customer-satisfaction survey for fixed-price contracts and service centres, as well as complex projects and services. These surveys (of which one third are conducted by phone) are carried out during, and at the end of, projects and have a satisfaction rating scale of 1 to 4. Overall, in 2011, 35 surveys were carried out with Altran Italy's clients, giving an average satisfaction rating of 3.38.

Ensuring data protection

Altran's IT security approach underpins the Group's strategy in that it protects the systems supporting the company's activity. IT security is a real strategic challenge, its purpose being to protect the company's savoir-faire and capitalise on its expertise. This contributes to forging relations based on confidence with our partners and clients who confide their data to the Group and its employees.

Our IT security approach is geared to ensure the confidentiality, availability and integrity of IT equipment, applications and processed data.

Altran is committed to: ensuring that its IT security approach is compliant with legal and regulatory specifications in the countries where it operates, meeting

all the expectations of its clients in terms of data security, and respecting and protecting the personal data of its employees and third parties.

Altran aims to implement best practices and recommendations based on industrial standards and to tailor them to suit its clients' lines of business. Security practices and levels are defined in accordance with risk-management objectives, as well as the needs and means of system users. Altran thus mounts specific security insurance plans and provides dedicated solutions (software, equipment, control procedures and locations) for each project.

Altran's IT-security approach is implemented across all of the company's activities. In 2011, the Group integrated

security practices and legislation into its quality management system, Altran Excellence, in France. Altran also carries out regular campaigns to raise the awareness of, and train, its employees.

The Group is progressively implementing an ISO 27001-compliant IT security management system. Constant improvement is ensured thanks to the monitoring of the assessment, planning, action and correction cycles. The IT Systems Security Committee, the governing body for IT Systems Security (ISS), develops Altran's ISS strategy, ensures that it is respected across the Group, defines and monitors progress objectives and reports to General Management.

Building policies based on ethics



Ethics policy

In 2009, Altran adopted a Corporate Social Responsibility Charter underscoring its commitments to the Global Compact. In 2011, the Group implemented a continuous improvement approach designed to define a more precise and comprehensive strategy common to the Group, especially on the ethical aspects of business and the protection of clients and personal data. This strategy is currently being drafted via several different documents including an ethical charter and a code of conduct. Altran's ethical strategy is geared to align with the commitments made by the Group at the national level in 2008 and to extend these commitments to all of its regional activities.

Strategies and initiatives in the Group's regional markets

Between 2008 and 2011, several of the Group's regional subsidiaries integrated their commitments in terms of business ethics, labour standards, the respect for human rights and the environment into their strategies and code of ethics.

As such, in 2008, Altran Spain published a Sustainable Development Code (Código de Responsabilidad Social) defining the basic code of conduct for Altran employees in Spain. This code is in line with Altran's regional policy regarding societal responsibility. In compliance with existing legislation, the purpose of this code is to underscore the company's key actions with regard to its stakeholders. Altran Spain makes sure that all its employees apply these principles and ensure that they are transmitted and applied by the Group's partners.

In 2011, Altran Italy adopted a code of ethics which it relayed to all company stakeholders via its Intranet and Internet sites. Special attention was paid to regulatory compliance in order to ensure that documents were updated and to strengthen relations with institutions and governments. Altran Italy trained 88% of its recruits in the requirements of the 231/01 organisational, management and control model, thanks to a programme coordinated by the HR department and evaluated by a designated 231/01 supervisory body.

In 2011, Altran UK implemented an ethics strategy defining its commitments in terms of human rights, labour standards, the environment, conflicts of interest, confidentiality of information and corruption. This involved the adoption of a hospitality and gifts policy compliant with the 2010 Bribery Act and a whistle-blowing policy. Both of these policies are detailed in the "Employee Handbook" which is distributed to all Altran UK employees. Altran UK also developed a manager training programme based on the requirements of the 2010 Bribery Act. 10% of the company's managers have been trained under this programme to date.

Altran Scandinavia, Altran Netherlands, Altran Belgium and Cambridge Consultants have all published policies regarding CSR or business ethics (codes of conduct, ethics and anti-corruption strategies). All employees of Altran Scandinavia receive training in the principle commitments of these codes during the integration programmes for recruits joining the company.

Developing responsible purchasing



Altran Spain: strategy

Altran Spain committed itself, as of 2008, to a responsible supply-chain management policy, a specific strategy defined in the reciprocal agreement between Altran Spain and its suppliers in terms of sustainable purchasing (Política de compras éticas). The strategy is compliant with the main principles of the International Labour Organisation (ILO), the Universal Declaration of Human Rights and the UN norms on the responsibilities of transnational companies and other corporations with regard to human rights.

The supplier selection process takes account of suppliers' respect of human rights and compliance with best international practices at the environmental level, in line with the principles laid down by the Global Compact.

Since 2010, Altran Spain provides all its new suppliers with a "Suppliers' Pack" including information on the company's policy in terms of purchasing and environmental ethics, the UN Global Compact membership protocol and a self-assessment questionnaire related to QHSE (Quality, Health, Safety, Environment)

management systems, corporate social responsibility, the carbon footprint and adhesion to the principles, standards and recognised international CSR policies.

Promote responsible purchasing in other countries

Aware that a socially responsible approach requires the monitoring and support of like-minded suppliers, Altran has opted to build up partnerships with several of its main suppliers. The aim of these partnerships is the development of more environment-friendly products and services as well as recourse to companies in the sheltered-employment sector and the strengthening of the CSR awareness of Altran's employees. In 2011, Altran France thus carried out a poster campaign (with follow-up and best-printing practices) in partnership with its supplier, Ricoh. Both Altran Spain and Altran France recorded increases in the amount of orders in the sheltered sector (more than €300,000 in Spain and €113,000 in France).

An analysis of the Group's stakeholders' expectations prompted Altran to launch a strategy to improve its supplier CSR

assessment process. Clauses ensuring compliance with regulations governing the environment and working conditions are specified in the general purchasing conditions. A self-assessment CSR questionnaire may be attached to tender bid applications. Altran Italy questioned a panel of existing and new suppliers concerning the publication of a code of ethics, a sustainable development report and the implementation of a CSR assessment process. Altran Scandinavia and Cambridge Consultants have included social and/or environmental criteria in their purchasing procedures. Altran aims to develop these initiatives further and to progressively apply them to its operations worldwide.

The Group's objective for 2012 is to implement a strategy to foster relations with suppliers (in particular SMEs) based on the sustainable purchasing principles outlined in the Best-Practices Charter. The Charter, which was drafted by the French debt mediation body, Médiation du Crédit, and the professional purchasing structure, Compagnie des Dirigeants et Acheteurs de France (CDAF), was signed with the French Government in 2011.

Being a responsible employer



Recognising and developing talent

The aim of the HR Department is to meet the growing demand of our clients for support in areas requiring cutting-edge expertise and total or partial project management, both at the local and international levels. It also coordinates career management and training, optimising HR information systems and developing management within the Group.

The commitment of all Altran employees is key to the success of the 2012-2015 strategic plan. Because human capital is our main asset, we have decided to promote the development of our HR activities and focus on career-paths and training. Within the context of the Group's new strategy, Altran has developed a specific programme for these purposes, known as CARE - Competencies to Acquire Responsibilities & Evolve.

Case in Point

INITIATING DIALOGUE WITH CANDIDATES

Altran's annual "Innovation Weeks" recruitment event is part of the Group's innovative communications strategy designed to attract the best candidates on the market. For the 2011 event (the second of its kind), the Group set up an events site with an experimental web browser (www.altraninnovationweeks.com) allowing over 20,000 potential candidates to discover Altran and its lines of business (via a series of interactive virtual open-day presentations) and to apply on line, for a position within the Group.

During more than twenty hours of broadcasts, directly from Altran's headquarters, more than 7,500 candidates were able to put forward their questions on their future specialist area, their future sector and their future career. The operation generated 4,445 interviews and 355 hires. Altran France and the agency ORC have received a Top Com gold award for this second Innovation Weeks recruitment campaign.

Promote the professional development of our employees

Aware that professional development is a key to the excellence and expertise of its teams, Altran pays special attention to training employees during their time with Altran. The Group's training approach, which is regularly adapted to fit Altran's expertise objectives, is underpinned by three different structures: the International Management Academy (IMA), training academies in Altran's key regional markets and Altran Education Services.

International Management Academy (IMA)

Launched more than ten years ago, Altran's International Management Academy (IMA) is the Group's professional development centre for managers and the sales force. The IMA develops and implements sales and managerial training programmes to the groups international subsidiaries (both in person and via e-learning). Its role is to encourage responsible attitudes and help career development. Thanks to the

participation of experienced managers and employees in these training sessions, the IMA is able to help spread Altran culture throughout the Group's different entities and enable Altran's staff to build up their own personal networks.

Training academies in key regional markets

The aim of these national training academies is to meet the specific training needs of Altran's employees in a variety of fields: in terms of acquiring technical and language skills, project and team management, as well as professional and personal development.

In Spain, for example, the training programme, which is monitored by a team of representatives from the HR and knowledge-management departments, covers personal skills, languages and technical training. At Altran Belgium, employees can develop their project-management skills, improve their general, specialised and technical competencies

and study languages thanks to one-on-one courses and e-learning systems. In 2011, 132 courses were carried out, providing training for 52% of the company's employees in at least one of these subjects. In order to optimise access to training at Altran France, the HR team is paying close attention to the training needs and requests of employees expressed during annual staff interviews, as well as the development of the e-learning platform.

Altran Education Services

Altran Education Services (AES) covers the entire range of training programmes offered to Group clients. The AES allows clients to benefit from a wide range of offers to improve or acquire skills and savoir-faire related to Altran's businesses, notably in fields such as project management, innovation and embedded systems, etc.

Promote internal mobility and international transfer

Altran employees can benefit from two in-house mobility options; Mov' Altran and international transfer.

Launched six years ago, Mov' Altran is a programme designed for all Altran employees wishing to move to another region/country or assume new responsibilities. While Altran's global mobility strategy was developed and implemented by the Group's Human Resources Division, the process and management has since been decentralised and a regional HR/mobility structure set up

in each of the Group's operating countries. All employees, irrespective of their function and length of service, can benefit if they so wish. The mobility option allows employees to transfer their contracts to other regions and retain their accrued benefits.

Within the context of their mission, managers may be called upon to offer employees the possibility of working abroad on projects either within the Group, or for a client. Irrespective of the length of the mission, employees retain their status within the company as well as their original contract. In 2011, 9,800 Altran missions were carried out abroad, giving

us a better response to the demands of our international clients.

Altran also promotes international missions via Volunteer for International Experience (VIE) contracts. This is a form of recruitment ensuring staff loyalty, notably for employees with high-potential and particularly active international profiles. Altran intends to step up its international VIE strategy and, in the wake of an increase from 30 to 80 contracts between 2008 and 2011, the Group is targeting 100 VIE contracts in 2012.

Encouraging information sharing and dialogue

Renew the social dialogue

Prompted by the Group's Chairman, Altran has committed itself to forging constructive and beneficial social relations for a renewed dialogue between the Group and its social partners in France. This led, in 2011, to the drafting of a pre-electoral protocol agreement which was signed by all the social partners. The possibility of using electronic voting systems was approved by referendum in September. The campaign to elect the staff representatives of the Economic and Social Unit of the two companies, Altran Technologies and Altran CIS, was carried out between October and November 2011 within a context of freedom of expression and in accordance with the legal and regulatory requirements.

Promote the diffusion and sharing of information

Every two weeks, Altran's corporate communications division distributes a newsletter to all the members of staff worldwide. The aim of this newsletter is to transmit and share the latest information from the Group's regional entities, as well as corporate information. All of this information is also posted as daily news on the Group's Intranet. Given the specific nature of Altran's consulting business, with nearly three quarters of the Group's consultants on assignment at client facilities, the Altran Intranet is the main vehicle for internal communication. In addition, Intranet provides work spaces ("communities") dedicated to a specific theme, network or project, allowing for the transmission and pooling of information

and documents with a limited number of employees abroad.

In 2011, the Group launched a strategy designed to develop and integrate all of its regional subsidiaries into the Altran web site. In addition to the corporate site, Altran is progressively setting up regional web sites to present the Group, its main commitments, services, news, financial information and job offers, as well as the entire product services range of each regional entity.

Altitude, Altran's flagship communication tool, is a science and technologies magazine, launched in the 1990s. Distributed to all staff members throughout the world, as well as external subscribers, Altitude is also one of the Group's key communication tools for recruiting graduates worldwide.

Case in Point

KEY INITIATIVES IN 2011:

1 The appointment of Philippe Salle as Altran's new Chairman in June 2011; Philippe Salle is a member of the Club Entreprises et Handicap, set up by the French Secretary of State for the Disabled, Marie-Anne Montchamp.

2 Altran joins Osons - Entreprises et handicap, a think-tank formed to reflect upon and discuss ways of overcoming received ideas regarding disability, and to exchange best practices.

3 For the second year running, Altran signed a partnership agreement with the Entente Athlétique athletic club in Saint-Quentin, Yvelines, for the 2011/2012 sports season to support two international female athletes: Nantenin Keita (a paralympian athlete) and Aisseta Diawara.

4 Altran organised two art exhibitions at the Group's Paris-based sites to show the works of artists who are members of the Menilmontant branch of the sheltered employment organisation ESAT (Etablissement et Service d'Aide par le Travail). These exhibitions provided the opportunity to raise the awareness of our employees to the issues concerning disabled persons and to provide a platform to meet and speak with the different artists.

5 Altran signed a partnership agreement with ESAT Les Ateliers Cité Jardins de Suresnes to supply ironing and laundering services to Group staff members at one of the Group's Paris-based sites. For the first time, a sheltered employment organisation provides this type of service directly within an enterprise.

Promoting diversity and equal opportunity



As a signatory of the Diversity Charter in France, Italy and Spain since 2009, Altran is committed to playing a role in the elimination of all discrimination with regards employment and professions and to promote diversity and equal opportunity. Altran's national HR strategies ensure the recruitment and promotion of employees according to their skills and regardless of gender, age, sexual orientation, religion, disability or any other form of discriminatory pretexts. Initiatives have been undertaken at Group and regional levels in favour of employment of the disabled, women, seniors and young people in so-called "underprivileged" areas.

Altran France is also a signatory of the Corporate Commitment Charter for Equal Opportunity in Education. Altran Spain signed an agreement with FAMMA, the Federation of Associations of People with Physical and Mental Disabilities. Altran UK's HR strategy is in compliance with the 2010 Equity Act.

Commit to disability

Since May 2009, Altran's "Mission Handicap" programme in France determines and deploys the priority actions necessary to support Altran's disabled employees and ensure their integration within the Group via a three-pronged strategy:

- The recruitment of disabled people, as well as the integration of disabled employees (DE), employed on a temporary basis and DE trainees undergoing professional conversion
- Recourse to outsourcing via sheltered-employment organisations such as work-assistance establishments (ESAT - Etablissements et Services d'Aides par le Travail) and adapted companies (Entreprises Adaptées - EA)
- Job security for disabled staff members

Altran Italy pursued its efforts to favour the employment of the disabled thanks to

various partnerships set up between 2006 and 2011 with local employment centres in nine cities where the company operates, as well as best-practice exchanges with academic and corporate partners. In 2011, Altran Italy conducted interviews with 50 disabled candidates and hired 9 of them.

Altran North America's disability employment strategy is compliant with the "Americans with Disabilities Act". Altran North America commits to promoting equal opportunity for qualified candidates with a physical or mental disability by providing, within reason, a workplace adapted to the specific needs and job requirements of its disabled employees.

Acknowledge all forms of diversity

Within the framework of the Group's Senior Action Plan, all employees over 45 at Altran France may opt for a change of orientation in the latter part of their careers. With regards to personal and career paths, Altran France proposes the implementation of actions adapted to each staff member so as to adopt a forward-looking approach to career-development management.

Altran Belgium complies with Belgian regulations with regards the reclassification of employees over 45.

Altran France is a partner of the association Nos quartiers ont du talent ("Our Areas Have Talent"). In the context of this partnership, and on a voluntary basis, Altran offers all its executives with at least five years experience the possibility of sponsoring young graduates in the Rhône-Alpes region. The programme applies to graduates with at least a Master's degree, who are unable to find employment and the objective is to support them throughout the initial stages of their careers. Twenty-one sponsors have already advised almost thirty graduates and, of the five people hired by companies, one was recruited by Altran.

AN ACKNOWLEDGED QUALITY OF LIFE IN THE WORKPLACE

Protecting the health and security of employees

The Altran Group is committed to preserving the health and security of its employees. All initiatives carried out in this area are compliant with EU directives and national legislation and regulatory requirements in the Group's operating countries. Altran defines its health and security strategies as well as its professional-risk prevention plan at the national level. In 2011, measures were put in place to monitor health and security indicators by regional market (not by gender). As such, health and security requirements are integrated into Altran France's quality management system, Altran Excellence. Every year, Altran France defines its SH&E strategy for the year ahead by identifying Group objectives in terms of risk-prevention, the adequate hygiene and security measures to be implemented and by monitoring the efficiency of practices based on performance indicators.

Preserve the health of employees and insure them against risk

Altran monitors its employees' health via medical check-ups (pre-employment, reinforced and periodic). Health centre visits are free of charge for Group employees in all of Altran's operating countries. At the regional level, these visits are either optional or compulsory, depending on the national legislation in force.

At the end of 2011, Altran France launched an initiative for the prevention of psycho-social risk and job-related stress with a view to enhancing the quality of life in the workplace. For the first stage of this process, an analysis will be carried out to identify the psycho-social risks existing in the company (stress, harassment, work-related suffering, etc.). This analysis will serve as a basis for the development of an action plan and to negotiate a substantive agreement on the prevention of psycho-social risks.

Ensure the security of consultants working at Altran and client sites

Altran has developed emergency and rescue procedures for the buildings and branches it manages. Several teams of voluntary staff

members have been trained in evacuation, fire prevention and staff rescue. In addition, emergency instructions are posted in all facilities.

Equipment maintenance is ensured by specialists (on a one-off servicing basis or via outsourced service contracts). Every year a report is issued by the regulatory authorities in charge of fire and electrical equipment inspection.

An intervention management procedure, developed for consultants working on client sites, has been integrated into Altran's quality management system. This notably includes prevention plans, which are given to the consultants, and new-risk notification procedures.

In France, the Group has integrated the recognised standards, CEFRI (Training and Dosimetric Monitoring of Workers Exposed to Ionising Radiation) and MASE (Manual for the Improvement of Safety in Enterprises) into its quality management system, notably concerning risks in industrial sectors.

Raise staff awareness to, train employees in security

In 2011, the Group's CSR team and Altran Italy's Prevention and Protection Service (PPS) organised one week of events dedicated to raising employees' awareness to security in the workplace. Electronic cards, a video and an information leaflet were created for the occasion and a list of best practices for using computers drawn up. All information related to this event is available on a dedicated page on the company's Intranet site.

In France, all new Altran recruits attend an orientation session that includes a general training module on safety issues. The programme covers emergency procedures in the workplace as well as on-site assignment at client locations, the objectives of the prevention plan, the work-accident reporting procedure, safety and prevention instructions and a description of the role played by the CHSCT (Health and Working Conditions Monitoring Committee). Altran's health and safety booklet can be consulted on the Group's Intranet.

Providing a quality work environment

Full and part-time Altran employees in several countries have the possibility of taking time off with a guarantee of employment on return. In Belgium, Altran staff can benefit from officially sanctioned breaks from work and educational leave. Initiatives introduced at Altran Italy comply with Italian regulatory requirements and the national collective agreement (Contratto collettivo nazionale di lavoro) allowing employees to take time off with a guarantee of employment on return to work for reasons related to the family, personal and family-members' health, training and maternity. Staff members of Altran North America with more than one year's service can ask for a leave of absence of up to 30 days for personal reasons.

Between 2010 and 2011, Altran Belgium implemented an action plan designed to enhance the well-being of staff members in the workplace and, notably, to analyse psycho-social and ergonomic risks.

For the first time, Altran France participated in the national corporate event J'aime ma boîte (I love my company). Several initiatives were organised by local communication teams around the theme of conviviality in the workplace: breakfasts, manicure, massage and hairdressing sessions, talent contests, etc.

Other activities organised across the country included the possibility of buying baskets of bio and in-season fruit and vegetables, housekeeping services, a campaign raising collaborator awareness to the benefits of cycling, financial support for practising healthy activities, tai chi and roller-blade classes, running competitions for social benefits, preparation trials for marathons, tennis championships and the distribution of fruit baskets to staff members, etc.

In Spain, the Puzzle Programme covers all strategies and initiatives designed to help employees manage their professional and personal lives. As a result of this programme, Altran Spain became a certified Family-Responsible Company (FRC) - Empresa Familiarmente Responsable (EFR) - in 2009, and received a Top Employer award (Empresa con mas futuro 2010-RSC) from the CFR Institute in 2010.

This certification is granted to companies which 1: have adopted a continuous improvement approach to promote the quality of life in the workplace so as to enhance HR management, 2: pay special attention to the family situation and constraints, and 3: foster a meaningful dialogue between staff and management. Altran Spain

is also a member of Red Concilia. Set up by the city of Madrid, Red Concilia is a network of leading companies particularly committed to implementing measures to help employees harmonise their professional and personal lives.

Employees can benefit from a range of practical services, such as legal counselling, housekeeping and childcare services, as well as health initiatives for the families of the company's staff members.

Flexi-time, an important aspect of the Puzzle programme, includes flexibility in the number of working hours, assessments based on results, a parental leave strategy that is more ambitious than the legal requirement, etc.

Raising awareness

At the Group level and in Altran's operating countries, several initiatives and programmes were implemented and events organised throughout the year to raise employee awareness to, and train staff in the field of sustainable development challenges, as well as environmental, social and societal issues with a view to implicating them in the Group's CSR strategy.

| What initiatives? | What participants? | Where and when ? | What theme ? |
|--|--|---|--|
| Sustainable Innovation Conference - for students | Altran Switzerland/ Prime / Research | Bourget Air Show - June | "How does innovation create sustainable value? " |
| Somos MASS Blog | Altran Spain | All year | Environment, health, solidarity news |
| "Days of" - Mailing, information and activity pamphlets | Altran Spain / Portugal | Once a month | International days on the themes of Health, the Environment and Human Rights |
| Global Compact Network Italia - Conference, workshop | Altran Italy | April, July | Best practices and new ideas regarding the environment |
| Raising awareness to eco-gestures - Display, mailing, competitions | Altran France / Spain/ Portugal /Netherlands / Belgium | All year | Reduce and optimise printing, eco-gestures, waste, travelling, electricity, etc. |
| Justbike! - Altran employee cycles 2,500 kms. Blog, articles | Altran Italy | From Stockholm to Paris: July - August | Sustainable mobility |
| Zero Emission Rome 2011 - Exhibition, articles, photos | Altran Italy | Renewable energy exhibition in Rome - September | Renewable energy |
| Bio-diversity calendar - Photograph competition for the 2012 calendar | Altran Italy | December | Bio-diversity |
| Mobility Week - Mailing, competition, theme day | Altran Belgium | September | Sustainable mobility |
| Environment Diploma - Training | Altran Scandinavia | All year | Sustainable Development challenges |
| Dedicated Intranet community, Internet site - Intranet community and news / thematic page on Internet site | All countries | All year | CSR news and information |
| IMA's CSR module - Manager training | IMA - all countries | All year | Altran's CSR strategy and actions |
| Integration week - Raise awareness of new arrivals | Six countries | All year | Altran's CSR strategy and actions |
| Altran Italy magazine - October 2011 - Magazines | Altran Italia | october | Dedicated to Altran Italy projects and sustainable development partnerships |

Being a committed player

Supporting initiatives for the common good

The Altran Foundation for Innovation

The Foundation's mission

The Altran Foundation for Innovation was launched in 1996 for the purposes of supporting and promoting technological innovation for the common good. Via the Foundation, Altran seeks community involvement by mobilising and federating the Group's strengths in support of creative and innovative projects.

International scientific award

The Altran Foundation for Innovation awards an international prize for technological innovations designed to benefit the common good. Every year the competition is based on a particular theme, such as heritage and the collective memory (la mémoire et le patrimoine), food safety, childhood and the reduction of CO₂ emissions. The three key themes are the environment, health and international solidarity. The jury is made up of a team of experts selected according to the suitability

of their skills for the theme chosen. These experts may be specialists from research, politics, industry, etc., or persons recognised for their position as a leader in innovation. Altran employees cannot be jury members. A new jury is selected every year.

Sponsoring expertise

The Foundation awards the prize-winners one year of R&D support and scientific counselling by Altran engineers in their respective fields of expertise. For the winners, access to the skills of Altran's consultants is a unique opportunity to give concrete form to their ideas and turn them into an industrial reality.

The Foundation evolves

In 2011, the Foundation decided to change the format for the 2012 competition. In order to promote and reward a greater number of innovative projects, preliminary competitions will be held at the national level on a given theme and prizes awarded. Winners of the national awards will receive 6 months

of technological support from Altran engineers and be eligible to compete in the Foundation's 2012 international competition.

Altran-CHAM 2011 healthcare prize awarded to Hospices Civils de Lyon 2011

The DPLAN-ASD project (healthcare dossier and planning for nursing auxiliaries), set up by the R&D team at the hospital, Les Hospices Civils de Lyon, won the 2011 Altran-CHAM Healthcare award. By developing an iOS application enabling nursing auxiliaries to upload patient data on-site from an iPod Touch®, Les Hospices Civils de Lyon confirmed the role of their teams in the promotion of "better care", the theme of the 2011 award. This original project, which was developed at the hospital, provides support for the hospital staff, facilitates their daily tasks, and improves healthcare quality. The winners will benefit from technological support of the Altran group to develop the applications.

SCANDINAVIA

Save the Children fund, PLAN International Sverige

: Altran Scandinavia opted to support two NGOs; Save the Children (for the defence of children's rights) and Plan International Sverige (for the fight against world poverty).

ITALY

Aiutare ei bambini :

(Help the Children): Altran Italy organised a toy collection and donated the budget reserved for client and employee end-of-year gifts to the Help-the-Children Foundation, Aiutare ei bambini, for the construction of solar-powered wells for schools in Uganda.

UNITED STATES

Toys for Tots : Altran North America organised a collection of toys in several cities for the Toys for Tots association and made a commitment to donate \$1,000 to the association if more than 100 toys were collected.

BELGIUM

Diwali : Altran Belgium helped organise a series of solidarity events in Brussels in support of the Diwali association which promotes the autonomy of villages in India, notably by providing micro-credit facilities.

CAMBRIDGE CONSULTANTS/

Red Balloon : Cambridge Consultants made a financial donation to the Red Balloon charity for abused children.

Helping worthy causes worldwide



PORTUGAL

Cerci : Altran Portugal raised money for a rehabilitation and adaptation centre for disabled children via a campaign to raise awareness to the question of mental disability and organised the sale of small gifts in the form of fireflies.

UK

London Bridge Team : At Altran UK, the London Bridge team's Christmas Community project has, for several years now, been organising an annual collection of toys which are donated to several local charities for distribution to local children.

GERMANY

Luftfhart Onhe Grenzen/

Unicef : Altran Germany supports the German Aviation without Borders association, Luftfhart ohne Grenzen, which offers the aeronautic expertise of its members to serve humanitarian causes, and makes financial donations to Unicef.

FRANCE

Enfants du Mékong :

In 2011, Altran France renewed its support for the Enfants du Mékong association by providing skill-based sponsorship. In addition, proceeds raised by the company and employee volunteers from the sale of silk products and the 20km Paris Marathon were donated to the association.

SPAIN

Somos MASS : Created in 2008, Somos MASS is a voluntary team of 70 Altran Spain employees who give their free time to social, health and environment-related projects. Once a month, Somos MASS offers fruit to Altran Spain's Madrid-based employees. Once a year, a concert is organised on behalf of the association Action contre la faim (Action against Hunger) and the Casal dels Infants del Raval. Every year, a collection of toys is held at Christmas, and an environmental trip is organised for Altran Spain volunteers and their families.

Boosting innovation

The Altran index of innovative potential

For the seventh year running, in 2011, Altran used its “index of innovative potential” to assess the innovation capacity of the countries in the EU and made recommendations to each member country on how they could improve their potential in the fields of science, technology and innovation. This index is more advanced than existing innovation, political science and technological indices, both in terms of objectives and approach. The 2011 index analyses and assesses factors influencing the innovation capacity of the countries concerned and those having an impact on the level of R&D investment and its contribution to GDP growth. This underscores the developments necessary to achieve the key innovation and technological objectives of the EU 2020 strategy.

Altran promoting the innovative eco-system

In France, the technology ecosystem comprises a myriad of SMEs participating in the development of innovation. These new forms of expertise contribute towards the progress being made in the field of Innovation and IT Systems Consulting. Altran is committed to supporting this innovation ecosystem and promotes the development of innovative SME's both in France and in other countries. As a member of the boards of the SME Pact and the Systematic global competitiveness cluster in the Paris Region, Altran offers assistance in the field of strategic planning, promotes “open innovation” and partners innovative SME's in Europe and Asia in the development of innovative offers.

Key actions in 2011

- Participation in the approval process (labellisation) of the “Top 11 Champion Companies” in the Systematic global competitiveness cluster in the Paris region (comprising the most innovative SMEs with strong growth potential in

France and abroad) and around 80 innovative joint projects in the Systematic competitiveness cluster.

- In collaboration with the International SME Pact and the Systematic competitiveness cluster, Altran offered consultancy, accommodation and strategic counselling support to around 20 innovative French SMEs in Europe and Asia.
- Carried out studies geared to stepping up the development and enhancing the visibility of innovative companies.
- Participated, with the Paris-Region Economic Development Agency (PREDA), in the organisation of the first “Innovation Cloud Meeting” to identify innovative Californian SME's offering strong growth potential as well as to secure business and/or R&D partnerships with major European groups operating in France.
- Co-organised the CEO Forum France-India held by the Greater Paris Investment Agency (Paris-Ile-de France Capitale Economique) focused on promoting the qualities and innovative capacity of players in the Greater Paris region to develop investment.

Case in Point

TOWARDS SUSTAINABLE MOBILITY

The “Smart Move” project offers employees a “three mobility solution” package designed to provide employees with a set of sustainable mobility solutions to progressively replace the company car. The project was developed by Altran Belgium in 2011 and has been available to all employees in Belgium as of 2012.

This mobility package consists of a public transport pass, the provision of a folding bike with security accessories and access to car pooling.

The main aim of the “Smart Move” initiative is to reduce the greenhouse gas emissions produced by Altran Belgium's vehicle fleet, and to prompt a shift in mobility trends of Altran staff by providing employees an innovative alternative solution.

The project won the Belgian Environment and Energy Prize in the “Eco-booster Award” category, awarded to companies that have made an outstanding contribution to building a sustainable future on a local, regional and national scale.

Since 2010, Altran France via a partnership with Bak2service, collects its employees' personal and professional used mobile phones. The proceeds from the 2011 mobile-phone collection will be donated to an association. All obsolete IT hardware (cables, PCs, screens, batteries and keyboards, etc.), is treated by an organisation in the sheltered establishment sector.

Altran France also made further progress in paper recycling deployment. All Altran sites in the East, West, North and South-East (Toulouse) of France have paper recycling facilities. The Group has installed a paper recycling unit at its Levallois-Perret headquarters, and plans to set up similar facilities at its main sites in the Paris region in 2012. For its recycling needs, whenever possible Altran privileges recourse to companies in sheltered sectors and Work Integration Social Enterprises. Altran France's partners in this segment include Elise and La Feuille d'Érable for paper recycling and APR2 for the recycling and recovery of electrical and electronic waste (WEEE). Altran's main sites worldwide (those based in Italy, Spain, Belgium, the Netherlands, France, the UK, Germany, Sweden, and the US, as well as Cambridge Consultants), ensure the recycling of Altran's major consumable, paper.

Minimising the environmental footprint



Environment management

The Altran Group has implemented strategies at the national level focused on Health, Security and Environment (SH&E) and Environment Management Systems (EMS). Depending on the national EMS strategy in place, a designated person or monitoring committee is officially responsible for dealing with environment-related issues. Management systems ensure an analysis of the real and potential impacts of the Group's activities on the environment. On this basis, the Group defines the objectives and action plans for the rational and efficient use of its natural resources. Compliance monitoring guarantees that Group activities respect environmental standards.

Altran Spain (Madrid and Barcelona sites), Altran Italy (Rome) and Cambridge Consultants obtained ISO 14001

certification, Altran Belgium qualified for level three of the “Ecodynamic Enterprise” seal of approval and Altran Scandinavia renewed its “Environmental Diploma”. In France, Altran Excellence, the Group's quality and professional-risk management system will be equipped with an environmental management system in the coming months, in order to achieve ISO 14001 certification.

Altran is currently involved in developing and standardising its environmental management systems in all of its regional markets.

Energy consumption

Altran Netherlands has introduced a sustainable energy consumption scheme comprising 1. a separate lighting control system for every working space and floor (the last person to leave must switch off the lights in his/her working area and turn

off the rest of the lights in the building before leaving), 2. a campaign to raise staff awareness to eco-gestures, and 3. the use of 100% renewable energy.

Altran Spain has implemented an energy-saving lighting and air-conditioning system ensuring automatic power shutdown outside office hours. Since the building is divided into several zones, it can be lit in a variety of ways.

An energy audit of Altran Belgium's headquarters was carried out in December 2010 and an action plan implemented in 2011 to regulate the run-times for ventilation, lighting and boiler-regulation systems and ensure shutdown outside office hours.

Water consumption

Water is used for “domestic” purposes (cleaning, sanitation and kitchen facilities). It is accounted for in the environmental

management systems but has little impact on the Group's office activities.

Printing and paper consumption

In 2011, Altran Portugal, Altran France and Altran Spain launched awareness campaigns geared to reduce and optimise printing. In Portugal, printing configuration was improved by the IT service and an awareness campaign launched in favour of printing optimisation. Paper consumption per Altran employee in Portugal averaged less than 1 kg in 2011. This compares with Ademe's average annual paper consumption estimate of 75 kgs per person. In order to control paper consumption at Altran France, a monthly report is issued on the total number of photocopies and the percentage of recto-verso and black & white photocopies per company printer. In Spain, the same approach has been adopted and a specific awareness campaign, conducted by email, has been implemented for the

company's biggest paper consumers. All printers are automatically configured for black & white printing and colour printing requires special permission.

Waste management

In 2011, the Group made further progress in the field of waste sorting and recycling. Actions were carried out in several of Altran's operating countries to increase the number of Group sites with waste-treatment facilities and to improve the quality of waste recycling. For example, in addition to its paper and cardboard sorting systems already in place, Altran Belgium installed a PMC waste treatment unit for plastic bottles, metal and cardboard packaging.

All consumables are inventoried (computers, batteries, light bulbs, ink cartridges, etc.). At the end of their life cycle, they are systematically sent to professional organisations specialised in hazardous waste management.

Measuring the carbon footprint

Altran's commitment to the protection of the environment prompted the Group to develop several projects to assess and reduce CO₂ emissions. Audits carried out in several countries to measure the carbon footprint of Altran's consulting activity show that this mainly concerns the energy consumption of company buildings and staff transport. Priority has been given to three means of transport in particular; car, plane and train. Regarding car transport, the Group could carry out an analysis concerning company vehicles, personal cars used for professional purposes and car rentals. Thanks to the results of EMS monitoring and access to supplier data, Altran has made further progress regarding the impact of staff travel. The Airplus Green Reports tool, implemented at the end of 2010, enabled the Group to monitor the level of CO₂ emissions generated by flights taken by employees in its main regional markets in 2011.

Carbon footprints of Group activities in Scandinavia, Spain and Italy were carried out in 2011 and are planned in France and Belgium in 2012. At the Group level, Altran's aim is to define a common methodology in 2012 to consolidate data and define its carbon footprint in all of its main regional markets. Altran Italy is

particularly committed in this area and has participated since 2009 in the Carbon Disclosure Project, an association of institutional investors whose purpose is to encourage companies to publicise their commitment to climate change and publish their greenhouse gas emissions.

Efforts to reduce the carbon footprint

Several initiatives were taken to reduce CO₂ emissions generated by the Group's activities. These initiatives notably enabled Altran Spain to reduce total CO₂ emissions per employee by around 6% between 2010 and 2011.

Energy-savings programmes and the choice of renewable energy ensure a reduction in emissions generated by energy consumed by the Group's buildings. Altran Belgium and Netherlands therefore opted for 100% renewable energy suppliers. Renewable energy sources account for 74% of the power used by Altran Scandinavia.

To reduce the number of business trips, Altran encourages its employees to opt for telephone and on-line conferences. A one-week campaign to raise staff awareness to these long-distance solutions was organised in December 2010.

The Group's "Car Policy" and travel

strategy are designed to reduce CO₂ emissions of the company's automobile fleet and vehicle rentals. In Belgium for example, the automobile fleet was completely overhauled in 2008: only environment-friendly vehicles (low fuel consumption, particle filters for Diesel cars, etc.) are authorised. These selection criteria made for an 11.27% reduction in the fleet's fuel consumption for the same number of vehicles. Altran UK, which does not have an automobile fleet, promotes public transport and travel by train. The Group's travel policy encourages transport by train rather than plane for small trips.

Several projects and events were organised at the national level to promote sustainable mobility solutions generating lower levels of CO₂ emissions. These initiatives notably include: the provision of company bicycles painted in Altran's colours; a Company Mobility Plan; reimbursement of public transport costs for staff members without company cars; participation in "Mobility Week" (during which employees leave their cars at home and, for one day, use other means of transport as a gesture to reduce CO₂ emissions and for which they receive a carbon compensation; eco-driving training courses and awareness campaigns; mobility competitions, pollution peak alerts, etc.

Joining the Solar Impulse project in 2003 was more than just a challenge for Altran; it involved actually inventing a solar plane. The Group believed in the potential for innovation and creativity that could be triggered by the meeting of a group of experts driven by the same ideal of excellence"

Christian Le Liepvre, Head of the Solar Impulse Partnership



Innovating for the environment

The Solar Impulse adventure

The concept behind Solar Impulse was to create a non-polluting, solar-powered aircraft capable of taking off and flying autonomously day and night with the ultimate goal of making a round-the-world tour powered exclusively by solar energy rather than fossil fuels.

Since 2003, Altran has been actively involved as an official partner in the Solar Impulse venture, working with determination and enthusiasm alongside the project initiators, Bertrand Piccard and André Borschberg and the rest of the Solar Impulse team. Altran's team of experts have contributed their extensive knowledge of the aeronautical and energy sectors, as well as their project and risk management skills, to this wonderful human and technological challenge.

Altran's commitment

Since 2003, Altran consultants have been involved in project management as well as the development of the mission simulator used to calculate flight paths and define flight strategies. More recent contributions include work carried out on structural analysis and electrical architecture, etc. In 2011, the team began work on developing a new version of the mission simulator and automatic pilot for long-distance flights.

An historic flight

In 2011, the solar plane completed a European flight in three stages. For the first time, the plane crossed the Swiss borders where it was confronted with flight conditions it never had to cope with before, due notably to the density of air traffic. On the 13th of May, Solar Impulse took off from

Payerne in Switzerland and completed a 13-hour flight to Brussels. On the 14th of May it continued on its way on a 16-hour flight to the Bourget Air Show in the Paris Region and on 3rd of July completed the third leg of its European tour in a 12 and a half hour flight back to Payerne.

Because of the plane's capacity to store more energy than it needs it had more available solar power when it landed than it did at take-off. This is a key factor to promote the potential of solar power and a strong argument for using this type of clean energy. The aim of Solar Impulse is not, in itself, to transport passengers but to convey a message. It is flight missions and events such as the Bourget Air Show that will help the project achieve this goal.

Performance and methodology

Reporting methodology and information

This report covers the period from the 1st of January to the 31st of December 2011. Unless mentioned otherwise, all of the contents relate to activities carried out in 2011. Every year, Altran publishes information concerning its Corporate Social Responsibility (CSR) strategy. The Group has opted to change the publication date of its annual CSR report from the anniversary of its Global-Compact membership (covering the 12-month period from April to March), in order to coincide with the period covered by, and the publication of the company's registration document. To facilitate the transition between these two publication dates, Altran published a Supplement to its 2009-2010 Sustainable Development Report in 2011.

Every year, the Altran Group makes further progress in integrating CSR reporting into its regional entities and subsidiaries, the aim being to produce, as soon as possible, a report based on the same scope and boundary as the registration document. The scope of the 2011 report is detailed below. Unless otherwise mentioned, the information contained in this report covers elements within this scope.

Altran's 2011 CSR Report is issued for public information and can be consulted on the Group's Internet site: <http://www.altran.com/fr/a-propos-daltran/responsabilite-societale-de-lentreprise/publications.html>.

All comments and questions concerning this report should be addressed to the Group Communications Manager in charge of CSR; Altran 2, rue Paul-Vaillant Couturier – 92300 Levallois-Perret, France – corporate.responsibility@altran.com

When defining the contents of this report, Altran's objective was to give a balanced and coherent overview of the Group's actions and performances at the environmental, economic, social and societal levels, without overlooking any information that may be considered pertinent to stakeholders, or information whose omission could have an unwarranted influence on them.

In the preparation of this report, Altran adopted the Global Reporting Initiative (GRI) directives set forth in the third version of the GRI's "Sustainability Reporting Guidelines" (GRI 3.1) defining the principles, directives and content required in sustainable development reports.

The joint approach used to plan this report was coordinated by Altran's Communications Manager, the Group's foreign CSR correspondents and its divisional Managers and teams responsible for Group stakeholder relations. This process is based on a continuous improvement approach designed to improve the pooling and coordination of information collected and communicated, to include information relative to new performance indicators, and to extend the geographic coverage of these indicators.

To define the contents of this report, Altran adopted the most pertinent directives of the Global Reporting Initiative with respect to stakeholder interests and indicators (notably via client CSR questionnaires), legislation, regulations and Altran's voluntary strategic commitments, the Group's strategy and mission, its key values and operating management systems, staff expectations and initiatives developed in the Group's operating countries, as well as the major risks identified, and the possible contributions in terms of sustainable development of an innovation and IT systems company. Relevant themes have been organised by area of commitment. For each theme, Altran has presented one or several major examples and/or a progress review. This report is designed for all the Group's stakeholders, as specified in the first part of the report.

The information and performance indicators presented in this report were collected from several data management systems set up by the Group's Communication Manager in charge of coordinating internal and external CSR communication. Altran's data validation and monitoring system guarantees the quality and accuracy of the information presented in this report.

Altran's continuous improvement approach aimed at integrating CSR reporting into the Group's regional entities and subsidiaries helped define the scope of the comprehensive set of performance indicators selected for this report. The scope of the report includes Altran's legal entities, its sites in France, Germany, Belgium, the UK, Italy and Spain (which together account for over 90% of consolidated 2011 sales and more than 85% of Group staff), as well as information relative to legal entities and Group sites in the US, Portugal, the Netherlands, Scandinavia and Cambridge Consultants.

Unless mentioned otherwise:

"Altran Italy" refers to the legal entity, Altran Italia S.p.A and its 12 operating sites (Rome, Milan, Turin, Trieste, Genoa, Bologna, Pisa, Florence, Naples, Pomigliano and Palermo, Brindisi)

"Altran France" designates all of Altran's legal entities and sites in France with the exception of NSI and its sites in Versailles and Annecy

"Altran Belgium" designates the entity Altran SA/NV and its main site in Brussels (142-144, avenue de Tervuren). The company's two secondary sites will be integrated in the 2012 report

"Altran Portugal" refers to the entity Altran Portugal SGPS and its site in Lisbon

"Altran Netherlands" refers to the entity Altran BV and its sites at East Schiphol and Eindhoven

"Altran UK" designates three legal entities: Altran Praxis, Altran Xype and Altran Technologies UK and their three sites in London, Bath and Bristol

"Altran Spain" designates the entity Altran Innovacion S.L. and its sites in Madrid, Barcelona, Vitoria, Valladolid, Zaragoza and Seville. There is a great disparity between the sites of Altran Spain since most of the company's activity is carried out at the sites in Madrid and Barcelona. Differences in data relative to the company's smaller sites (those with less than 50 employees) have no real impact on performance indicators. For certain types of data, the report mentions that the information given is limited to Altran Spain's two major sites

"Altran Scandinavia" refers to the legal entities of Altran Technologies Sweden AB, Altran Sverige AB and Altran Norway AS and their sites in sites de Gothenburg, Stockholm, Malmo, Borlänge, Karlstad and Oslo

"Altran Germany" designates the legal entities of Altran GmbH & Co KG, Altran Deutschland (Holding) and CHS Data Systems, the main sites of these companies in Munich, Stuttgart, Frankfurt and Hamburg, and the sites with more than 20 employees (Wolfsburg, Flöha, Dusseldorf, Bremen and Koblenz)

"Cambridge Consultants" refers to the entities Cambridge Consultants Limited and Cambridge Consultants, Inc. and their respective sites the UK and the US

"Altran North America" (Altran N. America) designates the entity Altran Solutions Corp. and the company's sites in Cranbury, Cherry Hill, Baltimore, San Francisco, Boston and Atlanta.

Performance indicators

| WORKFORCE DESCRIPTION | | | | | | | | DIVERSITY | | | | | | |
|-----------------------|---|-----------------------|---------------------|---------------------|--|---------------------------|-------------------|--------------------|-------------|---------|-------------------------|---------|---|------------------|
| | | Headcount at end-2011 | Part-time contracts | Full-time contracts | Permanent-basis contracts | Temporary-basis contracts | Internships | | % of women | | % of disabled employees | | | |
| | | | | | | | | | en 2010 | en 2011 | en 2010 | en 2011 | | |
| Altran France | Total | 8,625 | 255 | 8,370 | 8,598 | 27 | 55 | Altran France | 23 | 24.8 | 0.38 | 0.45 | | |
| | Men | 6,486 | 43 | 6,443 | 6,472 | 14 | 22 | Altran Belgium | n/a | 24 | n/a | n/a | | |
| | Women | 2,139 | 212 | 1,927 | 2,126 | 13 | 33 | Altran Germany | n/a | 22 | 0,5 | 0,4 | | |
| Altran Belgium | Total | 622 | 17 | 605 | 618 | 4 | 0 | Altran UK | 28 | 21 | 0,5 | 1 | | |
| | Men | 470 | 8 | 461 | 470 | 0 | 0 | Altran Spain | 29 | 30 | n/a | 0,66 | | |
| | Women | 152 | 8 | 144 | 148 | 4 | 0 | Altran Italy | 29 | 29 | 1.91 | 1.98 | | |
| Altran Germany | Total | 1,086 | 97 | 981 | 1030 | 48 | 3 | Altran Netherlands | n/a | 23 | n/a | 0 | | |
| | Men | 847 | 48 | 791 | 811 | 28 | 3 | Altran Portugal | 32.5 | 30 | n/a | 0 | | |
| | Women | 239 | 49 | 190 | 219 | 20 | 0 | Altran Scandinavia | 16 | 16 | n/a | n/a | | |
| Altran UK | Total | 353 | 5 | 348 | 306 | 40 | 2 | Altran N. America | n/a | 21 | n/a | n/a | | |
| | Men | 279 | 0 | 279 | 242 | 37 | 2 | | | | | | | |
| | Women | 74 | 5 | 69 | 64 | 3 | 0 | | | | | | | |
| Altran Spain | Total | 2,106 | 31 | 2,075 | 2,032 | 43 | 27 | | | | | | | |
| | Men | 1,468 | 14 | 1,454 | 1,431 | 23 | 15 | | | | | | | |
| | Women | 638 | 17 | 621 | 601 | 20 | 12 | | | | | | | |
| Altran Italy | Total | 2,165 | 49 | 2,116 | 2,021 | 95 | 44 | | | | | | % of employees covered by the convention collective | |
| | Men | 1,538 | 3 | 1,535 | 1,436 | 72 | 30 | Altran France | | | | | | 100 ¹ |
| | Women | 627 | 46 | 581 | 585 | 28 | 14 | Altran Belgium | | | | | | 100 |
| Altran Netherlands | Total | 221 | 34 | 187 | 198 | 3 | 3 | Altran Germany | | | | | | 24 |
| | Men | 170 | 16 | 154 | n/a | n/a | n/a | Altran UK | | | | | | n/a ² |
| | Women | 51 | 18 | 33 | n/a | n/a | n/a | Altran Spain | | | | | | 100 |
| Altran Portugal | Total | 389 | n/a | n/a | 383 | 3 | 3 | Altran Italy | | | | | | 94 |
| | Men | 272 | n/a | n/a | 268 | 1 | 3 | | | | | | | |
| | Women | 117 | n/a | n/a | 115 | 2 | 0 | | | | | | | |
| Altran Scandinavia | Total | 334 | 0 | 334 | 344 | 0 | 0 | | | | | | | |
| | Men | 288 | 0 | 288 | 288 | 0 | 0 | | | | | | | |
| | Women | 56 | 0 | 56 | 56 | 0 | 0 | | | | | | | |
| Altran N. America | Total | 228 | 5 | 223 | 198 | 30 | 1 | | | | | | | |
| | Men | 181 | 4 | 177 | 158 | 25 | 1 | | | | | | | |
| | Women | 47 | 1 | 46 | 40 | 5 | 0 | | | | | | | |
| TRAINING | | | | | | | | | | | | | | |
| | | | | | Consultants | Managers / Direction | Support functions | Men | Women | | | | | |
| Altran France | Total n° of employees | | | | 7,565 | 397 | 663 | 6,486 | 2,139 | | | | | |
| | Total number / average number of training hours | | | | 60998 / 8.1 | 6618 / 16.7 | 4706 / 7.1 | 55139 / 8.5 | 17183 / 8.0 | | | | | |
| Altran Belgium | N° of training sessions and trained employees | | | | 132 training sessions carried out in 2011 involving 274 consultants, 35 managers and 20 support-function employees | | | | | | | | | |
| Altran Germany | N° of training sessions and trained employees | | | | 1 459 training sessions carried ou in 2011 involving 831 employees | | | | | | | | | |
| Altran UK | Total n° of employees | | | | 310 | 15 | 28 | 279 | 74 | | | | | |
| | Total number / average number of training hours | | | | 4650 / 15 | 1500 / 100 | 100 / 3.6 | 4860 / 17.4 | 1390 / 18.8 | | | | | |
| Altran Spain | Total n° of employees | | | | 1,902 | 77 | 127 | na | na | | | | | |
| | Average n° of training hours | | | | 25.45 | 38 | 3.25 | na | na | | | | | |
| Altran Italy | Total n° of employees | | | | 1904 | 106 | 155 | 1538 | 627 | | | | | |
| | Total number / average number of training hours | | | | 30146 / 15.8 | 3277/ 30.9 | 2070 / 13.4 | 25405 / 16.5 | 9358 / 14.9 | | | | | |
| Altran Portugal | Total n° of employees | | | | 250 | 18 | 10 | 198 | 80 | | | | | |
| | Total number / average number of training hours | | | | 9919 / 39.7 | 595 / 33.1 | 106/ 10.6 | 7086 / 35.8 | 3533 / 44.2 | | | | | |
| Altran Scandinavia | Total n° of employees | | | | 310 | 18 | 16 | 288 | 56 | | | | | |
| | Total number / average number of training hours | | | | 7400 / 23.9 | 450 / 25.0 | 150 / 9.4 | 6440 / 22.3 | 1560 / 27.8 | | | | | |
| Cambridge Consultants | N° of training days and average n° of consultants | | | | 887 training days in 2011 equivalent to an average of 2.7 days per collaborator | | | | | | | | | |

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1- All Group companies belong to the SYNTEC Collective Convention, with the exception of DIOREM which operates under the convention collective for training
2- In the UK, works councils are not regulated by the British Labour Law or collective conventions. All Altran UK employees are free to join a union if they wish. In Britain, unions are independent bodies.

HEALTH & SECURITY

| | Total number of working hours | N° of work-related accidents³ | Rate of work-related accidents | N° of occupational illness cases | Rate of occupational illness | N° of business days lost⁴ | Proportion of business days lost | Absentee rate | N° of fatal accidents |
|--------------------|-------------------------------|-------------------------------|--------------------------------|----------------------------------|------------------------------|---------------------------|----------------------------------|---------------|-----------------------|
| Altran France | 14,199,429 | 34 | 0.47 | 0 | 0 | 140 | 1.97 | 0.07 | 0 |
| Altran Belgium | 11,297,893 | 1 | 0.02 | 0 | 0 | 19 | 0.34 | n/a | 0 |
| Altran Germany | n/a | 5 | n/a | 0 | 0 | 0 | 0 | n/a | 1 |
| Altran UK | 688,350 | 0 | 0,00 | 0 | 0 | 0 | | n/a | 0 |
| Altran Spain | 3,765,528 | 23 | 1.22 | 0 | 0 | 406 | 21,56 | 0.01 | 0 |
| Altran Italy | 3,810,400 | 20 | 1.05 | 0 | 0 | 4.222⁵ | | 0.01 | 0 |
| Altran Netherlands | n/a | 0 | 0 | 0 | 0 | n/a | n/a | 0.03 | 0 |
| Altran Portugal | 683,270 | 0 | 0 | 0 | 0 | 0 | n/a | 0.05 | 0 |
| Altran Scandinavia | 564,000 | 0 | 0 | 0 | 0 | 0 | 0 | n/a | 0 |
| Altran N. America | 373,067 | 0 | 0 | 0 | 0 | 0 | 0 | n/a | 0 |

PAPER

| | Altran France | Altran Belgium | Altran Germany | Altran UK | Altran Spain | Altran Italy | Altran Netherlands | Altran Portugal | Altran Scandinavia | Altran N. America | Cambridge Consultants |
|---------------------------------------|---------------|----------------|----------------|-----------|--------------|--------------|--------------------|-----------------|--------------------|-------------------|-----------------------|
| Total consumption (kg) | 47,339 | 3,750 | 5740 | 780 | 9,031 | 9,300 | 2,200⁶ | 72 | 1,500 | approx. 1000 | 4,000 |
| Average consumption per employee (kg) | n/a | 37.5 | n/a | 2.2 | 8.77 | n/a | 10 | 0.91 | 13.64 | 4.39 | n/a |

ENERGY & WATER (total consumption)

| | Altran Spain | Altran Italy | Altran Netherlands | Altran Portugal | Altran Scandinavia |
|-------------|--------------|--------------|--------------------|-----------------|--------------------|
| Natural gas | 0 | 507.718 GJ | 630,000 MJ | | |
| Fuel | 6.504,37 GJ | 7,688,289 GJ | n/a | 6,000 Lt | |
| Electricity | 3.520 GJ | 24.861 GJ | 1,028,570 MJ | 10,189 MJ | 1,170 GJ |
| Water (m3) | 3.269 | 11,237 | 1,068 | 150 | 180 |

TRANSPORT (Total distance travelled)

| | Altran France | Altran Belgium | Altran Germany | Altran UK | Altran Spain | Altran Italy | Altran Portugal | Altran Scandinavia | Altran N. America |
|--------------------|---------------|----------------|----------------|-----------|--------------|--------------|-----------------|--------------------|-------------------|
| Company cars (kms) | n/a | n/a | n/a | 0 | 3,402,990 | n/a | 30,000 | 1,500,000 | n/a |
| Train (en km) | n/a | n/a | n/a | 73848 | 974685 | n/a | 0 | 500,000 | n/a |
| Plane (en km)⁷ | 1341800 | 498870 | 3117455 | 1445051 | 5219587 | 4433300 | 585289 | 600000 | 19196 |

CO₂ EMISSIONS (in tn/CO2eq/ud)

| Altran Spain | 2010 | 2011 |
|--------------|------|------|
|--------------|------|------|

Scope 1: CO₂ emissions generated directly by staff travel (automobile fleet) 105.36 134.44

Scope 2: CO₂ emissions generated indirectly by energy consumption in company buildings 427.18 342.07

Scope 3: CO₂ emissions generated indirectly by plane, train and car transport (personal vehicles used for professional purposes) 1,142.84 1,229.09

3- With and without sick leave
4- Business days or day after accident
5- Average number of days of absence
6- o/w 1,200kg recycled
7- AirPlus Green Report Data, except for Altran Scandinavia

GRI Content Index

Profile

| GRI | Information | 2011 CSR Report | 2011 Registration Document | Remarks |
|------|--|-----------------------|------------------------------|--|
| 1.1 | Chairman's message | 1 (4, 5, 6, 8, 9, 10) | | Information regarding Altran's strategy, its commitments, the broader trends affecting the organisation and influencing sustainability priorities, the key events in 2011 and the ambitions for the future are integrated in the Chairman's message and in the rest of this report. A continuous improvement approach ensures progress on performance regarding priority challenges. These will be the main objectives for 2012 and the years to come. Altran has progressed in 2011 in the implementation of its commitments and in the reporting of its actions, as presented in the related chapters of the report and in the performance indicators. |
| 2.1 | Name of organisation | 2 | 15 | |
| 2.2 | Primary products and/or services and related brands | 2 | 17 | |
| 2.3 | Organisation's operational structure | | 24 | |
| 2.4 | Organisation's headquarters | 2 | 15 | |
| 2.5 | Countries (by name and number) of implantation | | 24, 102 à 105 | |
| 2.6 | Nature of ownership (capital structure) and legal form | 2 | 15 | |
| 2.7 | Operating market | | 18 to 21 | |
| 2.8 | Size of organisation | 3 | 5, 6, 17, 28, 33, 69, 76, 87 | |
| 2.9 | Significant changes during reporting period | | 27, 28, 76 to 78 | |
| 2.10 | Awards received during reporting period | 4 | | |
| 3.1 | Reporting period for information provided | 28 | | |
| 3.2 | Date of last published report, if any | 28 | | |
| 3.3 | Reporting cycle | 28 | | |
| 3.4 | Contact point for all questions related to the report and its contents | 28 | | |
| 3.5 | Process for defining report contents | 28 | | |
| 3.6 | Scope of the report | 28 | | |
| 3.7 | Specific limitations on the scope or boundary of the report | 28 | | |
| 3.8 | Principles adopted for the communication of information relating to joint-ventures and subsidiaries | 28 | | |
| 3.10 | Explanation of consequences of and the reasons for any reformulation of information communicated in previous reports | | | No reformulation of information communicated in previous reports |
| 3.11 | Significant changes in scope, boundary and measurement methods used in the report relative to the period covered in previous reports | 28 | | |
| 3.12 | Table identifying the location of the Standard Disclosures in the report | 31, 32 | | |
| 4.1 | Governance | | 47 to 58, 187 to 193 | |
| 4.2 | Indicate whether the Chair of the highest governance body is also an executive officer | | 189 | |
| 4.3 | For organisations with a unitary board structure, state the number of independent members and/or non-executive members | | 188, 189 | |
| 4.4 | Mechanisms for shareholders and employees to make recommendations or transmit instructions to the board of directors | | 190 | Taking Altran Technologies and Altran CIS as a single economic and corporate entity, the structure of staff representatives comprises 7 separate voting bodies for works-council elections, and 12 for staff-delegate elections. In addition, in accordance with the dispositions set forth in article L 2323-62 et seq. of the Labour Code, members elected to the Central Works Council of Altran Technologies' UES and Altran CIS appointed 4 of its members to participate, in an advisory capacity, at Altran Technologies' Board meetings and 4 other members to exercise their rights to the Chairman of Altran CIS. Altran shareholders can make recommendations or submit questions to the Board in writing at the Annual Shareholders' Meeting, or by mail to Altran's contact email address via the Group's Internet site (www.altran.com) or by using the Shareholders' toll-free number. |

| | | | |
|------|---|---|--|
| 4.14 | List of stakeholder groups engaged by the organization. | 6 | |
| 4.15 | Basis for identification and selection of stakeholders with whom to engage. | 6 | Altran has defined its stakeholders in coherence with those identified at the local level by Altran Spain and Altran Italy. The groups of persons and institutions affecting the organisation's activities significantly, or playing a key role in the credibility and legitimacy necessary to the organisation are considered as stakeholders for the Altran group. The Group develops tools to exchange with each of its stakeholders allowing information, consultation and dialogue. |

Performance

| GRI | 2011 CSR Report | 2011 Registration Document | Remarks |
|------|-----------------|----------------------------|---|
| EC2 | 10, 11, 12 | 12 | Because of its sector of activity, Altran does not expect risks of a regulatory nature or those related to material changes caused by climate change to have a significant impact on the Group's financial situation. |
| PR5 | 13 | | |
| PR8 | | | Where necessary, see the Registration Document, sections 4.7 "Legal Risks", and 20.8 "Legal and arbitration proceedings" |
| PR9 | | | Where necessary, see the Registration Document, sections 4.7 "Legal Risks", and 20.8 "Legal and arbitration proceedings" |
| EN1 | 30 | | |
| EN3 | 30 | | |
| EN4 | 30 | | |
| EN8 | 30 | | |
| EN16 | 30 | | |
| EN18 | 26 | | |
| EN28 | | | Where necessary, see the Registration Document, sections 4.7 "Legal Risks", and 20.8 "Legal and arbitration proceedings" |
| EN29 | 26, 30 | | |
| LA1 | 29 | | |
| LA4 | 29 | | |
| LA7 | 30 | | |
| LA10 | 29 | | |
| LA11 | 17, 19, 20 | | |
| SO7 | | | Where necessary, see the Registration Document, sections 4.7 "Legal Risks", and 20.8 "Legal and arbitration proceedings" |
| SO8 | | | Where necessary, see the Registration Document, sections 4.7 "Legal Risks", and 20.8 "Legal and arbitration proceedings" |

Level of GRI application

| Report Application Level | | C | C+ | B | B+ | A | A+ |
|--------------------------|--|--|---------------------------|--|---------------------------|---|---------------------------|
| Standard Disclosures | G3 Profile Disclosures OUTPUT | Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15 | | Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17 | | Same as requirement for Level B | |
| | G3 Management Approach Disclosures OUTPUT | Not Required | Report Externally Assured | Management Approach Disclosures for each Indicator Category | Report Externally Assured | Management Approach Disclosures for each Indicator Category | Report Externally Assured |
| | G3 Performance Indicators & Sector Supplement Performance Indicators OUTPUT | Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental. | | Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility. | | Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission. | |
| | | *Sector supplement in final version | | | | | |

Altran has submitted the Group's 2011 CSR report to the Global Reporting Initiative for verification of its application level. The GRI has confirmed that Altran has reached level C.



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CSR 2011 Report
Director of publication: Philippe Salle, Chairman and Chief Executive of the Altran Group
Editorial director: Frederic Fougerat, Group Communications Director
Coordination: Clara Lorentz, Group Communications Manager - CSR

Acknowledgements
The Group Communications Department wishes to thank all of Altran's CSR correspondents, as well as the members of the CSR network for their participation in the drafting of this report and their actions undertaken throughout the year concerning the Corporate Social Responsibility of the Group.

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Printed in France



Statement GRI Application Level Check

GRI hereby states that **Altran** has presented its report "Corporate Social Responsibility - 2011 Report" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level C.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 14 May 2012

A handwritten signature in blue ink, appearing to read "Nelmara Arbex", is written over a faint, large, light-blue watermark of a globe with latitude and longitude lines.

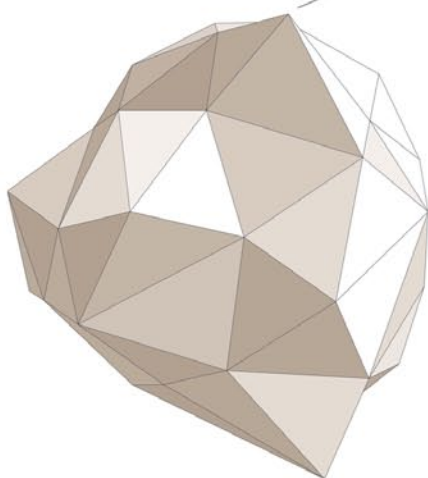
Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance.
www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 7 May 2012. GRI explicitly excludes the statement being applied to any later changes to such material.

INNOVATION MAKERS



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