

CORPORATE SOCIAL RESPONSIBILITY

2012 REPORT

grow.

blossom



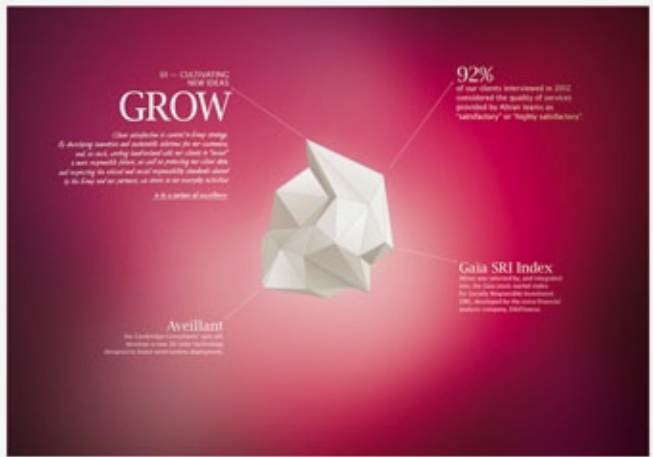
widen

altran

CONTENTS



2



12



20



28



34



4



8



14



30



32

00.1 — The Altran Group at a glance	2
00.2 — Message from the Chairman	4
00.3 — Reference texts	6
00.4 — Our networks	7
00.5 — Our stakeholders	8
00.6 — Key CSR events	10

GROW	
01 — CULTIVATING NEW IDEAS	12
01.1 — Developing sustainable solutions	14
01.2 — Ethical policies	17
01.3 — Working to serve our clients	18
01.4 — Responsible purchasing	19

BLOSSOM	
02 — ENHANCING STAFF POTENTIAL	20
02.1 — Human capital, a key asset to be developed	22
02.2 — Promoting diversity	25
02.3 — Open to suggestion	26
02.4 — Raising awareness all year round	29

WIDEN	
03 — EXPANDING OUR HORIZONS	30
03.1 — Acting for the common good	32
03.2 — A Group-wide commitment	34
03.3 — Supporting innovative projects	36
03.4 — Limiting the environmental impact of our activity	38
04 — Methodology	41
05 — Cross-reference table	42

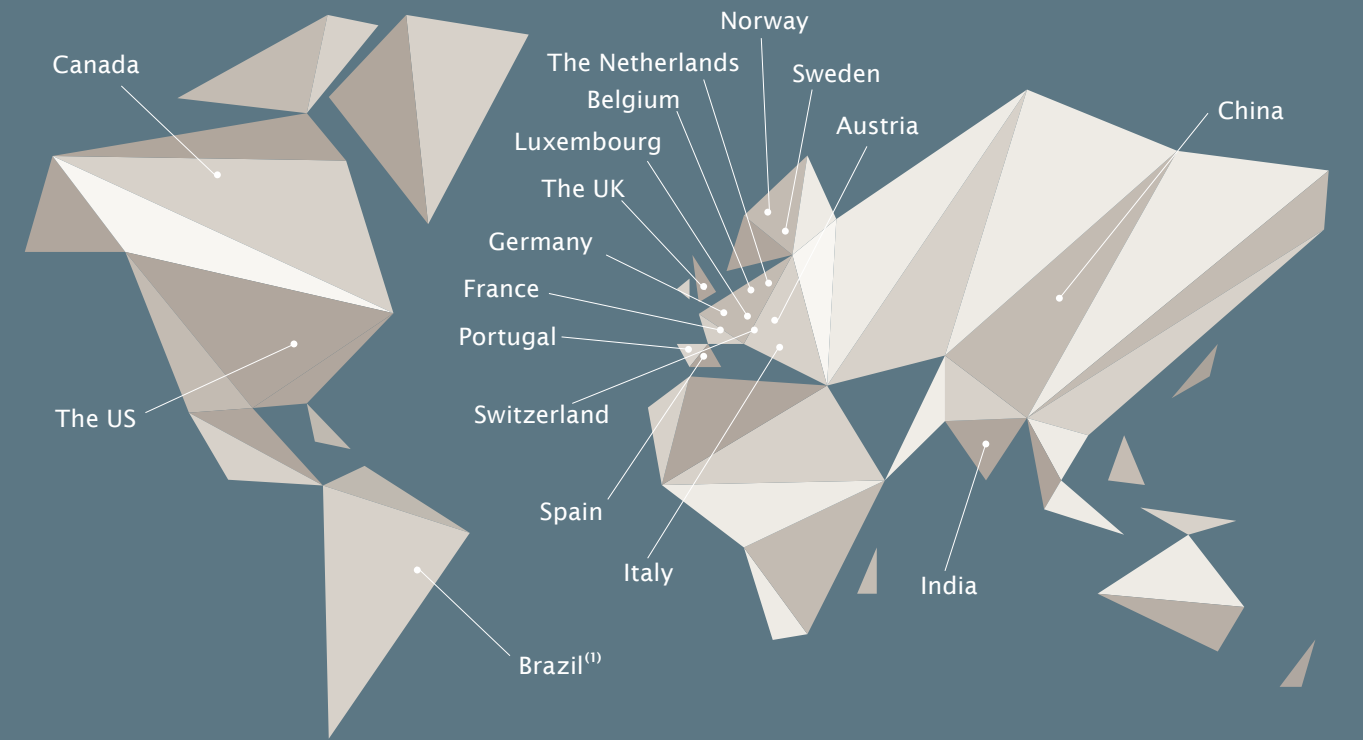
GLOBAL LEADER IN INNOVATION

As global leader in Innovation and Advanced 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 aerospace, defence, automotive, energy, nuclear, 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, Intelligent Systems, and Information 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 provide consulting services and expertise in a variety of service formats ranging from high value-added technical support to fixed-price projects and customised end-to-end solutions.

An international group



(1) Via a licensee

Our values

Innovation

Our DNA

Excellence

Expertise
Proximity
Performance
Professional development
Highest Standards
Complexity management

Dynamism

Agility
Proximity
Performance
Boldness
Anticipation
Initiative
Synergy

Care

Respect
Pride
Performance
Professional development
Diversity
Initiative
Talents
International teams

Responsibility

Commitment
Business integrity
Diversity
Initiative
Synergy

Key figures in 2012

€1,456 m

revenues

18,130

employees worldwide, of which 16,126 consultants

+ 500

client accounts worldwide

30 years

experience providing innovative solutions tailored to meet our clients' needs

SBF 120

listed company

00.2—
MESSAGE FROM
THE CHAIRMAN

A STATE OF MIND BASED ON SIMPLE YET SOLID VALUES



In 2012, Altran decided to promote and support five key values: innovation, the DNA of the company; care and responsibility, its backbone; excellence and dynamism, the company's main strengths. This was not merely an exercise in style or a trend; indeed, most of Altran's regional subsidiaries had already begun reflecting on the adoption of values such as these before 2012. My aim, in this respect, has been to share these common values across the Group so that they can guide us in our daily tasks. Our values represent both the culture and the ambitions of the Group. Organised around a networked system, these are interconnected to combine the

overall values of our regional subsidiaries worldwide. In 2012, our "excellence" was notably illustrated by the three prestigious prizes awarded to the Group for our HR actions and policies in Germany, Spain and France. Our "dynamism", was highlighted by Altran's new strategic partnerships forged with PSA Peugeot Citroën and with Bosch, and our "responsibility" was underpinned by the 2012 International Prize awarded by the Altran Foundation for Innovation; an award designed to promote outstanding technological innovations serving the common good and to support particularly innovative projects in Germany, Belgium, Spain, France, Italy, Portugal and the UK.

00.2—
MESSAGE FROM
THE CHAIRMAN

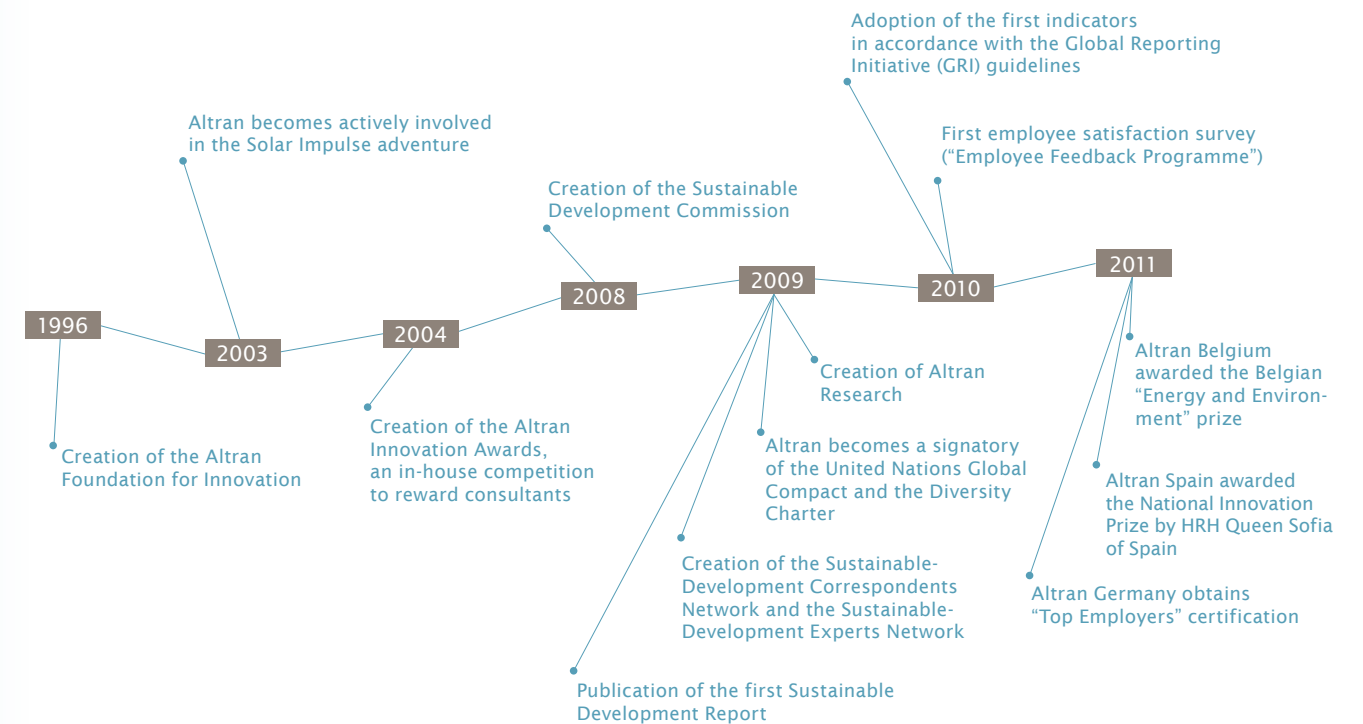
"My aim, in this respect, has been to share these common values across the Group so that they can guide us in our daily tasks."

Innovation remains ever present in the minds and hearts of Altran's "Innovation Makers", comprising the employees within the Group and at Cambridge Consultants, worldwide. At Altran, our team of Innovation Makers is our human capital. In a bid to provide our employees with support in shaping their career paths, we have developed far-reaching HR policies, such as the "Career-Paths" programme geared to promote internal mobility and professional development. Because we are proud of our employees, we have created promotional opportunities, such as "One of Us", a dedicated page on the Group's Intranet, featuring an original approach to individual profiles of our employees. Since the launch of this column at the beginning of 2012, Altran's Intranet audience numbers have climbed week-on-week. As of 2012, the Group adapted its CSR reporting to take into account requirements set forth in Article 225 of the French Grenelle 2 law (*Grenelle de l'environnement*). A chapter dedicated to CSR is included in the Management Report of the 2012 registration document

(Chapter 9, Section 4). A certification of attendance issued by the Group's statutory auditors is included in Appendix 3 of the 2012 registration document. We have made efforts to further enhance the reliability of, and standardise the social, environmental and society-related information published by the Group. For the years ahead, our priorities are to become better acquainted with the expectations of our employees, as well as to promote and showcase their commitment vis-à-vis our CSR strategy. These priorities will be applied as of 2013 in the field of human resources, with the implementation of an Employee Feedback Programme in the form of a satisfaction survey. And last but not least, innovation, the DNA of our Group; in this area my aim is to push even further ahead by bringing fresh challenges to our team of Innovation Makers!

Philippe Salle
Innovation Maker
Chairman and Chief Executive of the Altran Group

Background



00.3—
REFERENCE
TEXTS

GUIDING PRINCIPLES



GLOBAL COMPACT

Since 2009, Altran has adhered to the ten principles of the UN Global Compact relative to human rights, labour standards, respect for the environment and combating corruption. As part of its commitment, the Group is obliged to publish an annual communication on progress (COP). The CSR report is an integral part of this annual reporting.

FUNDAMENTAL PRINCIPLES OF THE INTERNATIONAL LABOUR ORGANISATION

In the everyday running of its business, the Altran Group endeavours to provide its employees with a high-quality working environment that respects the main principles laid down in the Declaration of the International Labour Organisation (ILO). Commitments towards eliminating discrimination at the pro-

fessional level and notably in the workplace are integrated in the Group's regional ethical charters and codes of conduct. Altran respects legislation specific to human rights and labour standards in the countries where it operates.

THE DIVERSITY CHARTERS IN FRANCE, ITALY AND SPAIN

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

The ten principles of the UN Global Compact

HUMAN RIGHTS

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

LABOUR STANDARDS

- 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

- 7 Support a precautionary approach to environmental challenges
- 8 Undertake initiatives to promote greater environmental responsibility
- 9 Encourage the development and diffusion of environment-friendly technologies

COMBATING CORRUPTION

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

For each action implemented by Altran in relation with one the Global Compact principles, there will be a reference at the top of the page.

00.4—
OUR NETWORKS

ORGANISING TO MOVE FORWARD

TIGHT WORKING RELATIONSHIP BETWEEN GROUP DEPARTMENTS

Altran's Corporate Social Responsibility strategy is coordinated by the Group's CSR Manager in the communications department. The CSR Manager works closely with Altran's other departments in charge of relations with one or several stakeholders and/or those responsible for implementing a continuous improvement approach related to a CSR issue. These notably include the Human Resources, Legal, Internal Audit, Purchasing, IT-Systems Security and General Services departments.

INTERNATIONAL NETWORK OF CORRESPONDENTS

The purpose of the correspondents network in the Group's main operating markets is to implement and deploy Altran's CSR strategy at the regional level, and, if necessary, to adapt it to meet local needs and challenges. In addition, the network communicates initiatives and information across the Group, participates in coordinating actions and the exchange of best practices between the Group's regional markets, develops a dialogue with local stakeholders and contributes to CSR reporting by collecting information and measuring

performance. The Group's correspondent network comprises members of Altran's Corporate Communications and Human Resources departments, as well as environment and sustainable-development consultants, QHSE (Quality, Health, Safety & Environment) managers and operational directors. As such, this network ensures that all aspects of company functions are covered and that the Group's different CSR challenges are understood.

ALTRAN'S NETWORK OF SUSTAINABLE-SOLUTION EXPERTS

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 efficiency, renewable energy, the sustainable city and territories (mobility, buildings and agriculture), eco-technologies and eco-design. These specialists also provide support solutions for health management, security, the environment, Corporate Social Responsibility (CSR) and sustainable finance.

A word from...



"I became interested in voluntary work when I was in my teens and have been involved in several associations over the years. I've always enjoyed using my skills to help others. Since my appointment as CSR Manager for Altran Italy, I have had the opportunity of putting all my energy and passion into dealing with Altran's society-related issues. My job gives me tremendous personal satisfaction and is a source of motivation to reinforce the integration of CSR strategies in our activity."

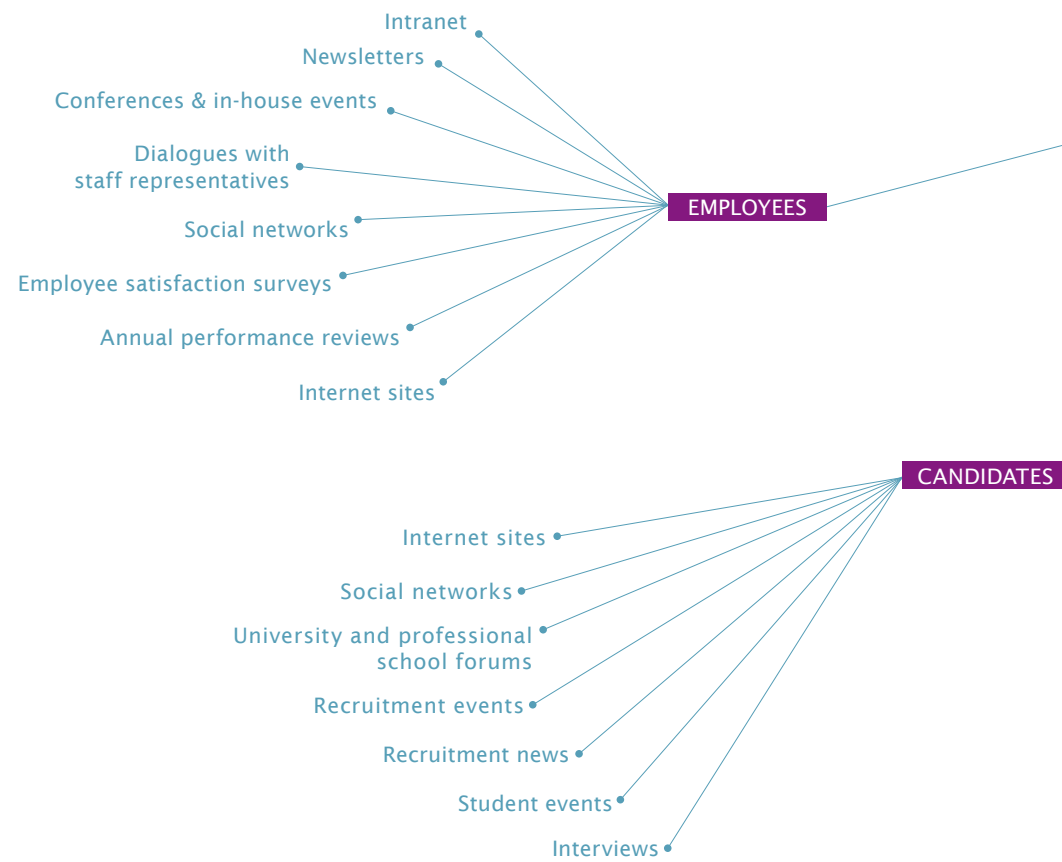
Tiziana Sforza, Head of Communications and CSR, Altran Italy

00.5—
OUR STAKEHOLDERS

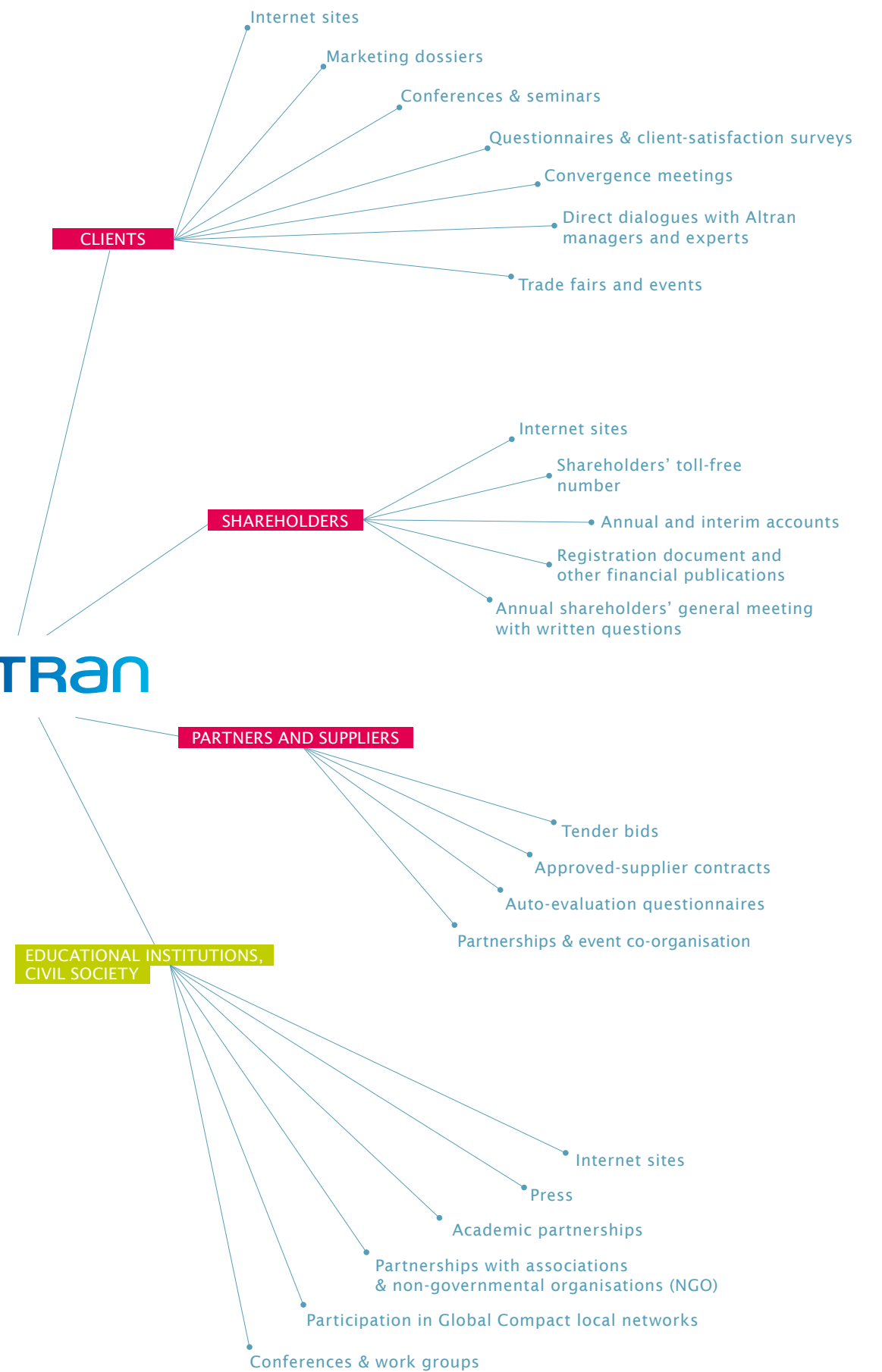
A COMMITMENT TO ALL OUR STAKEHOLDERS

The stakeholders of the Altran Group include all persons or corporate bodies which have a major impact on, or are significantly affected by the Group's activities, or which play a key role in maintaining the Company's credibility and legitimacy. These include clients, employees, candidates, shareholders, partners, suppliers, educational institutions and civil society. In the course of carrying out its Innovation and Advanced Engineering Consulting business, the Group interacts with its stakeholders at several levels and develops data-exchange tools for information, consultation and dialoguing purposes.

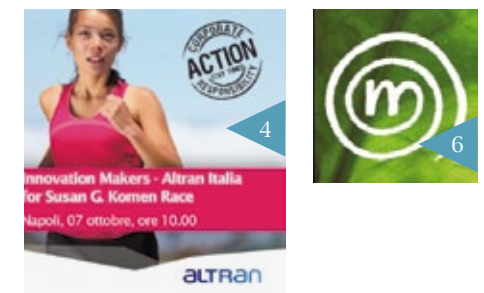
Dialoguing tools



altran



2012: A YEAR OF PROGRESS



BELGIUM

Altran Belgium developed "Smart Move", a three-mobility solution package providing employees a set of sustainable mobility solutions as a replacement for the company car. This mobility package consists of a public transport pass, the provision of a folding bike with security accessories and access to a car pooling solution.

1 FRANCE: SEPTEMBER

Certified HEQ (High Environmental Quality), Altran France's new head office based in Vélizy-Villacoublay was designed to provide a pleasant working/living environment complete with convivial meeting areas. Altran France inaugurated the opening of the new building by inviting its 4,000 employees based in the Paris region and their families to its "Family Day" event on 29 September 2012.

2 GERMANY: JUNE

Altran Germany launched "What it does", a dedicated page on the company's regional Internet site for consultants to showcase the positive impact of their activities and projects on the society and the environment.

3 INDIA: DECEMBER

Altran India participated in the Midnight Marathon, an event organised in Bangalore by the Rotary Bangalore IT Corridor to raise money for local associations.

4 ITALY: OCTOBER

A team of 40 runners made up of Altran Italy employees and students took part in Susan G. Komen's "Race for the Cure" in Naples. Designed to raise awareness to, and collect funds for, the fight against breast cancer, this event was part of a series of running marathons which brought together more than one million participants worldwide.

NORTH AMERICA: APRIL

Altran North America climbed to 283rd place in the prestigious Top 500 Design Firms listed in the Engineering News Record (ENR) index.

PORTUGAL: MAY

In the context of a partnership with EPIS (Entrepreneurship and Social Inclusion), Altran Portugal hosted a seven-week internship for students from the Fernando Namora college in Lisbon during which the participants were able to discover the activities of Altran Portugal and the working environment of the Company's employees. The objective of this internship was to encourage students in the pursuit of their studies.

5 SPAIN

Altran Spain participated in the development of the electric car via the opening of Altran's excellence centre devoted to new automotive technologies and its partnership in the Quimera electric-car project, and by developing solutions designed for the intelligent city (Smart society portfolio).

6 SCANDINAVIA

Altran Scandinavia renewed its "Environmental Diploma", a national label certifying the environmental management system implemented by Altran at all Group sites in Sweden. 60% of the company's employees received training in 2012 with a view to obtaining the "Environmental Diploma".

7 SWITZERLAND: OCTOBER

As part of the Company's strategy to encounter students, Altran Switzerland presented its iPad-controlled drone at the last forum organised by the EPFL (Swiss Federal Institute of Technology in Lausanne). This innovative and technological challenge served to enhance the Company's attractiveness at recruitment fairs and elicit discussion with students on Altran's activities.

THE NETHERLANDS

Altran Netherlands is developing a solution to convert restaurant waste into fuel.

THE UK: DECEMBER

Altran UK renewed its support for the Team London Bridge association and its "Community Christmas" project by organising a collection of gifts for local residents. Seven of the Group's operating subsidiaries organised charity campaigns at the end of 2012.

01 — CULTIVATING
NEW IDEAS

GROW

Client satisfaction is central to Group strategy. By developing innovative and sustainable solutions for our customers, and, as such, working hand-in-hand with our clients to "invent" a more responsible future, as well as protecting our client data, and respecting the ethical and social responsibility standards shared by the Group and our partners, we strive in our everyday activities to be a partner of excellence.



92%

of our clients interviewed in 2012 considered the quality of services provided by Altran teams as "satisfactory" or "highly satisfactory".

Gaïa SRI Index

Altran was selected by, and integrated into, the Gaïa stock market index for Socially Responsible Investment (SRI), developed by the extra-financial analysis company, EthiFinance.

Aveillant

the Cambridge-Consultants' spin-off, develops a new 3D radar technology designed to boost wind turbine deployment.

01.1— DEVELOPING SUSTAINABLE SOLUTIONS

Global Compact N° 9—
Encourage the
development and
diffusion of envi-
ronment-friendly
technologies

Via its international network of skilled professionals, Altran has developed sustainable solutions in a variety of fields: technology, mobility and the sustainable city, energy efficiency and renewable energy, as well as the corporate management of environment and health, etc.

INAUGURATION OF SUSTAINABLE MOBILITY EXCELLENCE CENTRE

In 2012, Altran Spain launched the excellence centre for new automotive technologies in Barcelona. This international centre of excellence houses Group projects in the field of innovation and the development of the electric car, thereby giving our clients access to the Group's unique expertise in electric and hybrid technologies as well as in systems for reducing CO₂ emissions.

ASSESSING THE ACOUSTIC IMPACT OF OFF-SHORE WIND FARMS

Within the context of the first tender bids launched by the French government for the installation of off-shore wind farms, Altran France was commissioned by a consortium to carry out a preliminary study on the acoustic impact of this form of renewable energy on the sub-sea environment and notably on marine fauna. Altran France's role in this mission is to make a synthesis of acoustic impact studies carried out in a marine environment, take an inventory of the animal species on the site and assess the initial ambient noise.

CREATION OF AN ENVIRONMENTAL QUALITY LABEL

Altran Italy participated in the "Italian label of environmental quality" project designed to develop a sustainable consumer - production model. Initially intended for the furniture sector, this label could be extended to cover all types of goods and services throughout the country. Altran's experts have developed a set of production specifications designed to lay the foundations for environmental qualification

methodologies for different product types, thereby setting the conditions to be met by companies seeking certification for their products.

ASSESSING THE LEVEL OF SECURITY IN THE WORKPLACE

Altran Belgium's HSE (Health, Safety and Environment) team was commissioned by an industrial leader to carry out a study to assess the security of its working stations. This study involved a field analysis of all the risks to which the client's working stations are exposed and an assessment of the degree of compliance of its equipment. Based on the observations made and the interviews carried out with the company's operators, a qualitative and quantitative analysis was presented and a conformity plan of action drawn up. This study was carried out by a team of consultants at more than nine of the client's production sites in Belgium.

SHARING EXPERT SKILLS

Altran Italy took part in the 12th European Energy Conference at the Ca' Foscari University in Venice where the Group presented an Italian gas infrastructure analysis model for the purposes of optimising future scenarios.

Altran also hosted two conferences at the 2012 Pollutec trade fair. Altran Belgium presented the phases and essential steps required to reduce energy consumption in buildings as well as the means of production. Four of Altran's experts from Group subsidiaries in France, Germany and the Netherlands came up with answers to the question on the relevance of developing regional resources to produce energy.

FOCUS / AVEILLANT

3D radar for wind turbines

Until recently, growth in the wind energy industry has been held back mainly because of safety reasons linked to air defence. Altran's subsidiary Cambridge Consultants has created Aveillant, whose 3D radar has removed a key obstacle to wind-farm expansion and aeolian energy production.

One of the key obstacles holding back wind farm deployment has, in fact, been the inability of air traffic controllers to distinguish aircraft from the rotating blades of wind turbines. Aveillant provides air traffic controllers and airports precise radar data necessary to eliminate any potential clutter and confusion.

Designed to limit the impact of wind farms, Aveillant's innovative approach is the fruit of in-depth research carried out with key players in the UK aviation and wind power sectors. These notably include wind-farm developers, airport operators, the Department of Energy and Climate Change and the British Ministry of Defence. As a result, Aveillant's groundbreaking technology is capable of meeting the demands in both the civil and military sectors, being a profitable asset for small wind farms and creating jobs in the green energy sector.

01.1— DEVELOPING SUSTAINABLE SOLUTIONS

ASSESSING THE SUSTAINABILITY
OF PLASTICS RECYCLING

Recycling oil-based products is one solution envisaged to limit our dependence on fossil fuels such as oil, coal and natural gas.

The objective of the RPM (Recycling of Petroleum-based Materials) project is to develop methods and tools to measure the sustainability of existing and future recycling segments and procedures. This means taking into account the environmental, social and economic impact involved and comparing these performances with those of the traditional waste-disposal and storage segments. The value of the RPM project developed by Altran Research, the Group's internal research department, was recognised in France when it was awarded a Performance Trophy by Veolia Environnement in 2012.

FOSTERING PROFESSIONAL REINTEGRATION

Altran Switzerland has been actively promoting professional reintegration for nearly 20 years. The experts attached to Altran's Education Services, the Group's dedicated training entity, develop and deploy training-towards-employment (TTE) programmes in a wide range of areas: administration, logistics, mul-

timedia, IT-services management, development, technical design and project management. These TTE support modules are designed to enhance trainee employability and to meet the current and future trends in the job market. In addition, trainees have access to a free support system for exam preparation. The Altran Education Services' TTE programme obtained Eduqua certification in 2003.

DEVELOPMENT OF A SOCIAL TOOL DESIGNED TO
COMBAT MALNUTRITION

Altran Pr[i]me has designed and developed a stylish, modular "mobile kitchenette" that serves a social purpose. Commissioned by the French Federation of Food Banks (FFBA), this "mobile kitchenette" is by no means a gadget, but rather a support tool used in the cooking classes given by food-bank volunteers in the context of food-donation programmes. By creating a convivial environment conducive to exchange, the "mobile kitchenette" helps people learn how to cook balanced meals. Specially designed to lend support to participants, this tool is a veritable arm in the fight against malnutrition, a demanding and pressing issue.

Two questions for...



"At Altran, we can take advantage of all the technical expertise that is right there at our fingertips. What I appreciate the most is the fact that we can all work together, pool our resources, and draw on our expertise to create personalised solutions tailored to suit our clients' needs and promote the protection of the environment."

— Franck Desieter, Consultant in environmental and chemical management, Altran Belgium

What is your job at Altran?

I am a consultant specialised in environmental and chemical management. I use a multidisciplinary approach to manage client projects which requires working in close collaboration with process engineers, life science specialists and innovation experts. Whether we are called upon to help a pharmaceuticals company to improve mobility flows throughout an industrial site or a paint manufacturer to reduce the concentration of volatile

organic compounds in the air, my job is above all to gather together a hand-picked team of experts capable of crafting the right, personalised solution. Continuous client-site improvement is ensured thanks to environmental impact assessment (EIA), feasibility studies and urban planning analysis.

What are the challenges?

Our clients must ensure compliance with environmental regulations that are not

only constantly increasing in number but are more stringent than ever. Our job is to provide targeted solutions to address these challenges. At the same time, our clients are aware of the environmental impact of their activity on society and, as such, are eager to find an alternative. Our job is to develop solutions designed to help our clients reduce their ecological footprint.

01.2— ETHICAL
POLICIES

Global Compact N° 1 —
Support and respect
the protection of
internationally
proclaimed human
rights

Global Compact N° 10
Combat corruption
in all its forms,
including extortion
and bribery

80%
of Altran UK managers
have already been
trained in the require-
ments of the 2010
Bribery Act.

Altran is committed to ethical policies and standards at the Group and regional levels and complies with legislation with respect to the fight against corruption.

1 - THE GROUP'S ETHICAL CHARTER

In 2009, Altran adopted a Corporate Social Responsibility Charter, in line with the directives set forth in the UN Global Compact, which reflects the Company's key commitments. The Group is currently developing a continuous improvement approach to define an ethical charter for all its employees and which is based on a common set of commitments. This ethical charter is designed so that the Group will be able to harmonise its commitments made at the regional level since 2008.

2 - COMMITMENTS AT THE REGIONAL LEVEL

Several of the Group's regional subsidiaries have 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 Corporate Responsibility Code (Código de Responsabilidad Social) defining the basic code of conduct for Altran employees in Spain. This code is in line with Altran Spain's regional social responsibility policy and in compliance with existing legislation. The purpose of this code is to present the guiding principles of the company's key actions with regard to its stakeholders. In 2011, Altran Italy adopted a code of ethics which it communicated to all company stakeholders via its Intranet and Internet sites.

Altran Belgium, Altran Netherlands, Altran Scandinavia and Cambridge Consultants have all published policies regarding CSR or business ethics (codes of conduct, ethical and anti-corruption strategies). All Altran Scandinavia employees receive training in the key commitments related to these codes during the integration programmes organised for recruits joining the company. Cambridge Consultants' ethical strategy is communicated to company employees via its in-house monthly magazine, bulletin boards and dedicated news bulletins.

3 - ANTI-CORRUPTION POLICY

Altran develops regional strategies required to comply with legislation concerning the fight against corruption. As such, Altran Italy deployed an in-house organisation model and implemented administrative, financial and operational procedures that are compliant with decree n° 231/01. This model integrates all areas which could be exposed to risks of corruption, namely: purchasing, Human Resources, tender bids, local-authority services, legal issues, project financing, etc. Employees can alert the surveillance committee of any potential risks via a dedicated e-mail address provided for this purpose. Altran Italy trained 80% of its recruits in the requirements of the 231/01 organisational, management and control model, using a programme coordinated by the HR department and evaluated by the designated 231/01 supervisory body. Altran North America is in compliance with the specifications set forth in the Foreign Corrupt Practices Act (FCPA) and is developing training modules on the subject for its employees and recruits.

In 2011, Altran UK implemented an ethical 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 which are detailed in the "Employee Handbook" distributed to all Altran UK employees. Altran UK also developed a manager training programme in line with the requirements of the 2010 Bribery Act. To date, 80% of the company's managers have received training in the requirements of 2010 Bribery Act.

Altran is currently drawing up an anti-corruption policy for the Group as a whole.

01.3— WORKING TO SERVE OUR CLIENTS

To better serve our clients' needs, Altran carries out an annual international survey to assess the level of customer satisfaction, and ensures the protection of client, employee and third-party data.

92%

of clients interviewed in 2012 consider the quality of services provided by Altran teams as *satisfactory* or *highly satisfactory*.

1 - MEASURING CUSTOMER SATISFACTION

An extensive customer satisfaction survey was carried out in June 2012 with Group clients worldwide. To ensure an accurate and reliable interpretation, all client data was gathered by the independent market research organisation, GfK, then organised and analysed by Altran's marketing department.

Out of 3,000 people interviewed across 18 countries and all industrial sectors, 92% consider the quality of services provided by Altran teams as "satisfactory" or "highly satisfactory". 89% of respondents judged their commercial relations with Altran as "good" or "very good". The findings of this survey were taken into consideration and action plans implemented.

2 - DATA PROTECTION, A KEY CHALLENGE

Altran's Information security approach underpins Group strategy in that it protects the core of the Group's activity.

Its purpose is to ensure the confidentiality, availability and integrity of the material elements of Altran's IT systems, applications and data. Altran is committed to ensuring that its information security approach is compliant with legal and regulatory specifications in the

countries where it operates, and meets all client expectations in terms of data security. Altran's objective is to implement best practices and recommendations based on industrial standards and to tailor these to suit its clients' specific 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. As such, Altran develops specific safety assurance plans and solutions, and implements dedicated project solutions (software, equipment, control procedures and premises). Altran's information security approach is integrated across all of the Company's activities. The Group has integrated security practices and regulations into Altran Excellence, its quality management system in France, and is gradually implementing an information security management system based on the ISO27001 standard.

Altran ensures compliance with laws and regulations governing the collection, treatment, conservation, protection and use of personal data. In all of the Group's companies, the person in charge of personal-data protection is responsible for making the necessary declarations to the competent authorities.

A word from...



"We have opted for an on-line, awareness-raising tool to assess our new consultants' knowledge of risks related to the protection of their digital data, and to instruct them in best practices. The objective here is to raise awareness to the risks involved and foster changes in behaviour to limit these risks."

— Pascal Poubian, Information Security Manager, IT Systems Department

01.4— RESPONSIBLE PURCHASING

Global Compact N° 2—
Companies must ensure that they are not complicit in any form of human rights abuse

Global Compact N° 8—
Undertake initiatives to promote greater environmental responsibility

Aware that a socially responsible approach requires establishing relationships with like-minded suppliers, Altran has developed responsible purchasing strategies and initiatives.

1 - COMMITMENTS TO SUPPLIERS

Altran is progressively drawing up specific purchasing policies outlining the reciprocal commitments of the Company and its suppliers at the Group and regional levels. The Group has been a signatory of the French Charter of Inter-Company Relations since the end of 2011. Altran has designated an internal mediator to deal with mediation requests submitted by the national ombudsman in charge of inter-company relations. Altran Spain and Altran Scandinavia have drawn up specific purchasing policies outlining the reciprocal sustainable purchasing commitments of the companies and their suppliers. In 2012, an internal ethical charter governing purchasing conditions and requirements was dispatched to all Group employees in Germany. Regional ethical charters and CSR policies developed in Belgium, Italy, Spain and the UK include responsible purchasing management and supplier relationship commitments.

2 - INTEGRATING ENVIRONMENTAL AND SOCIAL CHALLENGES

For certain purchases, Altran's supplier-selection process integrates a set of environmental impact assessment (EIA) criteria. Depending on the country, these criteria may include the suppliers' choice of paper, electronic equipment, company car fleet, office supplies, gifts and treats.

In France, Spain and the US, Altran promotes the employment of people with a recognised disability by out-sourcing to companies in the sheltered-employment sector. These companies enable people with a disability

to carry out a professional activity in a specially-adapted working environment. HandiZen, which ensures Altran France's concierge services at the company's new head office in Vélizy-Villacoublay, offers people with disabilities the opportunity of working within a corporate structure on a daily basis, via the Company's partnership with the work-assistance establishment, ESAT (*Etablissements et services d'aide par le travail*).

3 - ENCOURAGING OUR SUPPLIERS TO ADOPT SOCIETY-RELATED RESPONSIBILITY POLICIES

Altran encourages its suppliers to adopt and assess CSR strategies. As such, Altran Spain distributes a "supplier's pack" to all new suppliers. This pack comprises Altran's ethical policies in terms of purchasing and the environment, the Global-Compact membership protocol and an auto-evaluation questionnaire to be completed by the supplier. The suppliers of Altran Italy and Cambridge Consultants in the UK are also required to complete an auto-evaluation questionnaire. The tendering processes employed by Altran in France and Switzerland, as well as by Cambridge Consultants include corporate society-related responsibility criteria. Clauses ensuring compliance with regulations governing the environment and working conditions are specified in the general purchasing conditions.

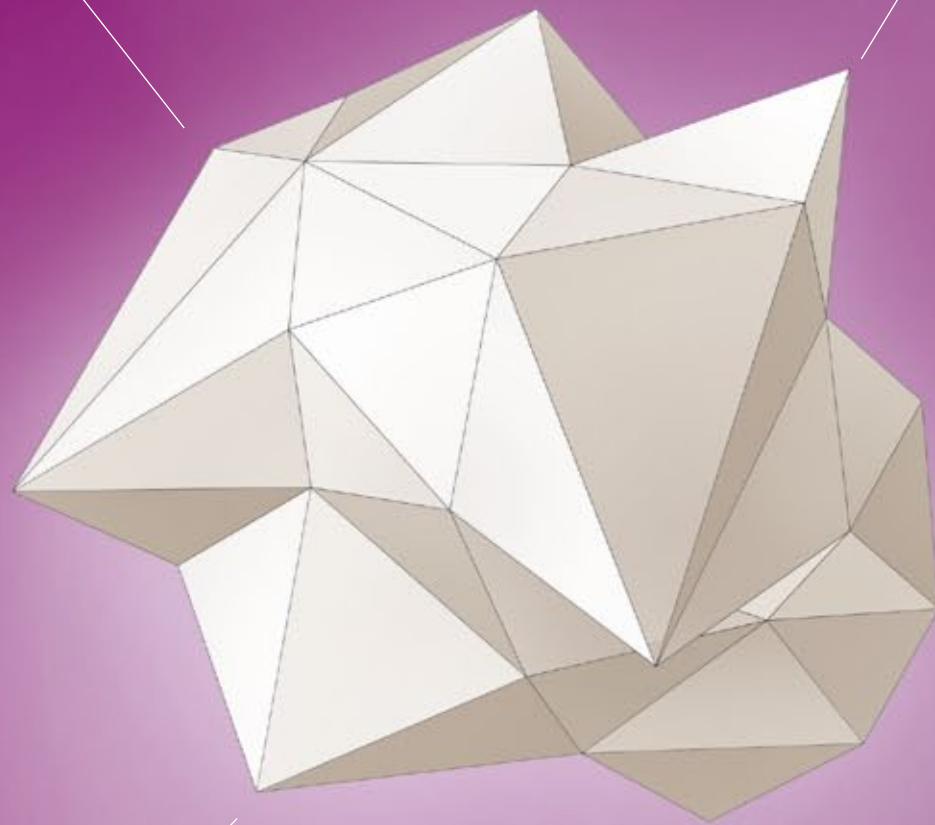
In 2012, Altran France purchases in the sheltered and adapted employment sector totalled

€260k

02 — ENHANCING STAFF
POTENTIAL

BLOSSOM

At Altran, human capital is our main asset and the women and men in the company, our major strength. As part of our daily commitment to our staff, we value their talents, foster their professional development, preserve their health and safety and ensure that they are informed. In addition, by fostering the exchange of knowledge, diversity, and the quality of life in the workplace, as well as involving our staff in the Group's Corporate Social Responsibility strategy, we strive to be a responsible employer.



One of us

Altran's weekly in-house column features individual portraits of our employees.

CARE

Altran designs human resource programmes dedicated to career paths, as well as performance development and training.

Women's Forum

Altran chairs round-table conferences on innovation and engineering at the 2012 Women's Forum in a bid to promote the presence of women in the scientific arena.

02.1 — HUMAN CAPITAL, A KEY ASSET TO BE DEVELOPED

Since human capital is Altran's main asset, the Group pays particular attention to the professional development of its employees by offering career-path enhancement, as well as training and mobility opportunities.

1 - STANDARDISING CAREER PATHS

The commitment of all Altran employees is key to the success of the 2012-2015 strategic plan. Because human capital is Altran's key asset, the Group decided to strengthen the commitment and satisfaction of its employees by designing and implementing Human Resource programmes dedicated to career-path enhancement, performance development and training. Within the context of this strategy, the Group implemented CARE (Competencies to Acquire Responsibilities & Evolve), a programme focused on the skills required to acquire responsibility and progress. "Career Paths" is one of the key projects in the CARE programme.

Designed to provide Group employees with visibility on their professional development, "Career Paths":

- Breaks down the process of acquiring skills, assuming responsibility and ensuring career enhancement into four phases; namely, start, grow, manage and lead;
- Promotes functional and geographic mobility thanks to standardised job descriptions of employment opportunities advertised across the Group worldwide;
- Creates 12 career paths covering technical activities, project management, sales and team management, as well as support functions.

Each regional subsidiary is responsible for its local deployment schedule. The roll-out of the "Career-Paths" programme, which started in 2012, will be completed for operational functions in 2013 and extended to support functions in 2014.

2 - PROMOTE THE PROFESSIONAL DEVELOPMENT OF OUR EMPLOYEES

In 2012, Altran created a Training and Development Committee to coordinate the training module programme with the strategic objectives of, and the specific requirements related to, the Group's activity. The Committee monitors the development of Altran's Group-wide training programme and works with the Human Resources and operational departments to provide a development plan designed for staff members. This development plan offers Altran employees the possibility of developing their skills in-house either at the corporate level via the International Management Academy (IMA), at the Group's regional training academies, or via Altran Education Services.

- Launched more than ten years ago, the IMA is the Group's professional development centre focused on the strategic skills required in the fields of management and leadership, project management and business development. The IMA designs and implements Group-wide sales and managerial training programmes (both classroom-based and via e-learning). Its role is to provide staff with support in assuming responsibility, and career development.
- The purpose of the Group's regional training academies is to meet the specific needs of Altran's employees in terms of acquiring technical and language skills, and at the personal-development level.
- Altran Education Services (AES) provides a framework for the entire range of training programmes offered to Group clients.

Group employees received a total of
198,729
hours of training
in 2012.

02.1 — HUMAN CAPITAL, A KEY ASSET TO BE DEVELOPED

3 - PROMOTE INTERNAL MOBILITY AND INTERNATIONAL TRANSFER

Altran employees can benefit from two in-house mobility options; Mov'Altran and international transfer. Launched seven 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. Moreover, all Group employees, irrespective of their function and length of service, can benefit if they so wish. In addition, within the context of their missions, 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 and their original employment contract. In 2012, around 10,000 transfers and Altran missions were carried out worldwide, thus enhancing the international profile of our teams and giving us a better understanding of the demands of our foreign clients.

Altran also promotes international missions via Volunteer for International Experience (VIE) contracts.

These recruitment contracts ensure staff loyalty, notably for employees with strong-potential and particularly active international profiles. Altran has significantly stepped up the number of international VIE contracts, which totalled 120 in 2012, compared with 30 in 2008.

4 - MEETING STUDENTS

Through its close ties with prestigious schools and universities, faculty heads, professors and student bodies, Altran lends support to the most talented students throughout the course of their studies. The Altran Group shares the knowledge and expertise of its consultants with students by offering courses, job interview simulations, training courses and conferences.

Altran participates in numerous recruitment fairs and workshops to meet with students and young graduates and to discuss the different career paths open to them within the Group. In 2012, the management of the Altran employer brand team presented a new event to attract students; a competition in which contestants were invited to control a Drone from an iPad. The Altran Drone Contest attracted thousands of students in Lausanne (Switzerland) and Rome (Italy), as well as at the Edhec regatta (a boat race organised by students from the EDHEC Business School in France).

120
Altran's employees participated in the VIE scheme (Volunteer for International Experience) in December 2012.

Three questions for...



"Strengthening the Altran employer brand to attract engineers is an investment in the future and a key priority for the Group."

Nicolas Mayer, CEO, Altran Switzerland

What is the Drone Contest?

The Altran Drone Contest involves piloting a drone from an iPad through an obstacle course in the fastest time possible. At the end of the forum, the "pilot" that makes the best time wins an iPad.

Why did you develop this recruitment tool?

It really is an innovative crowd-puller. This was particularly obvious at the Swiss Federal Institute forums in Lausanne and Zurich, the two major recruitment fairs in Switzerland.

Not only is it a novel way for the Group to distinguish itself from the competition but it also leaves its mark on students and visitors alike. The fact that Altran uses the same technologies to pilot the drone from an iPad as those developed for its clients is a way of showcasing the activities of the Group and a source for spontaneous discussion.

What were the results?

I must admit that I was quite surprised by the extent of feedback we have had, both during the forums and after.

The word of mouth impact has been even greater than what we had imagined. Students and a lot of exhibitors, including some of our major clients, spread the word and, together with the social-network buzz on Facebook and Twitter, etc., we had at least 160 participants in two days, as well as a radio interview that got notice and several press reviews. This contest has ultimately strengthened our image as an employer of choice with a highly sought-after public: Altran's future engineers and consultants.

FOCUS / ONE OF US

Who are The Innovation Makers?

Human capital is Altran's main asset. Because it is proud of the women and men who make up the Company, Altran implemented several programmes to promote its Innovation Makers in 2012.

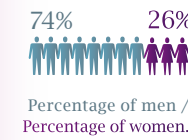
A new column, "One of Us" was launched on the Group's Intranet, presenting the portrait of a different "Innovation Maker" every week, from a new angle. Employees are invited to present their professional environment, main functions and key centres of interest and round off their portrait by completing "The Proust Questionnaire", which gives this weekly feature a rather unusual and personal touch. Employees may choose to approach the personality quiz in a serious, humoristic, detached or provocative way, and the questions offer participants considerable scope to reveal their personalities.

In 2012, all of the Group's regional subsidiaries participated in this initiative. Altran commemorated its thirtieth anniversary by featuring 30 profiles of consultants who also celebrated their thirtieth birthday last year.

02.2 — PROMOTING DIVERSITY

Global Compact N° 6 — Eliminate discrimination relative to employment and occupation

At the regional level, Altran is developing strategies designed to tackle discrimination and promote the diversity of its employees.



Percentage of men / Percentage of women.



Percentage of employees recognised as disabled workers.

Altran's anti-discrimination policies are implemented at the regional level in compliance with the corresponding laws and regulatory requirements in the countries where the Group operates. Altran is a signatory of the Diversity Charters in France, Italy and Spain.

Altran Spain signed an agreement with FAMMA, the Federation of Associations of People with Physical and Mental Disabilities. The Human Resources strategies implemented in the UK by Altran UK and Cambridge Consultants are in compliance with the Equity Act, and Altran Scandinavia has set up an equality plan.

Some of the Group's regional subsidiaries have developed initiatives to foster employment for the disabled, as well as women and senior employees, and to promote diversity amongst Group employees.

1 - ALTRAN'S COMMITMENT TO THE DISABLED

Since May 2009, Altran's *Mission Handicap* division 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 and the integration of disabled employees (DE) hired on a temporary basis, as well as DE trainees undergoing professional conversion.
- Recourse to outsourcing via sheltered-employment organisations such as work-assistance establishments: ESATs (*Etablissements et services d'aide par le travail*), and adapted companies (*Entreprises adaptées* - EA).
- Promoting job security for disabled employees. In North America, Altran's DE employment strategy is compliant with the Americans with Disabilities Act. Altran North America is committed to promoting equal opportunities for qualified candidates with a physical or mental disability by providing, within reason, a workplace that is reasonably adapted to its disabled employees' specific needs and job requirements.

2 - END-OF-CAREER SUPPORT AND GUIDANCE

Within the framework of the Group's Senior Action Plan, Altran France provides all employees aged over 45 years old support and guidance to help them reflect upon and prepare the latter part of their career. Regarding personal and career paths, Altran France offers its employees a customised action plan designed to promote an individual, forward-looking approach to career-development management.

Altran Belgium complies with Belgian regulations regarding the reclassification of employees aged over 45 years old.

3 - DIVERSITY AND INNOVATION AT THE WOMEN'S FORUM

In a bid to challenge the stereotypes that continue to hamper the careers of women engineers, Altran, in conjunction with Areva, Chicago Booth, EADS, Safran and SNCF, chaired a series of panel discussions at the "Women in Engineering Corner" during the 2012 Women's Forum. Themes discussed included the wide range of professional skills and training programmes, as well as the diversity of nationalities and cultural profiles required to ensure innovation in companies. Particular emphasis was put on the importance of promoting women alongside men in the field of engineering in order to enhance corporate performance. At the 2012 forum, Altran helped raise awareness to the subject of diversity and the vital role it plays in cutting-edge technologies.

02.3 — OPEN TO SUGGESTION

One of Altran's priorities is to remain open to the needs and suggestions of its employees in order to foster communication and the exchange of ideas, preserve their health and safety and improve the quality of their working lives.

1 - EXCHANGE IDEAS

Exchange ideas about the workplace of the future
Every quarter, Altran Germany organises a "Meet & More" meeting to bring its employees together so that they can catch up on the latest Altran news and take part in workshops.

Seven "Meet & More" sessions were held in seven German towns in June and July 2012. The 791 participants were invited to a "World Café" where they exchanged ideas on the workplace of the future. Small groups were formed to discuss the degree of importance that employees attached to career prospects, salaries and safety in the workplace. 2,334 ideas were collected, examined and integrated into Altran Germany's roadmap.

Propose new ideas

Eureka! is an Internet platform where employees at Altran Spain can put forward and exchange ideas, submit innovative solutions to improve the working of the company and develop new initiatives. These exchanges are organised around several themes, namely: attracting and developing fresh talents, the quality and optimisation of in-house processes, markets and clients, as well as Corporate Social Responsibility issues, partnerships, innovation and communication. Altran Spain regularly organises theme-based challenges and competitions to elicit new ideas. In this way, over the course of the year, 1,000 employees shared their ideas, giving rise to 66 new initiatives. Altran Portugal has implemented a tool to manage research, development and innovation according to the NP 4457:2007 standard applying to Information and Engineering systems. One of the objectives of this tool is to implement idea and opportunity management to collect, analyse and evaluate the feedback

and select ideas with innovation potential. All Altran Portugal, employees can contribute by posting their ideas on a dedicated page on the company Intranet. A committee made up of regional employees filters the ideas, and their implementation is validated by management.

Promote the transmission of information

Every two weeks, Altran's Group communications department distributes a newsletter to staff members, worldwide. The purpose of this newsletter is to transmit and share the latest information concerning the Group's regional entities, as well as corporate news. This information is also posted as daily news on the Intranet. Given the specific nature of Altran's consulting business, with nearly three quarters of the Group's consultants working on assignment at client facilities, Altran's Intranet site is the main vehicle for internal communication and exchange. The Company Intranet provides workplaces dedicated to themes, networks and projects, known as communities. Altran's corporate and regional pages on Facebook, LinkedIn, Twitter, etc. serve as a platform for passing on information and exchanging ideas on the life and events of the Company.

In 2012, Altran integrated all of its regional subsidiaries into a single Internet platform. Altran's corporate and regional web sites present information about 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 scientific and technological magazine. Launched nearly ten years ago, the magazine is distributed to all employees across the Group, as well as to external subscribers, and young graduates worldwide. Since

02.3 — OPEN TO SUGGESTION

A word from...



"In 2012, we increased and structured our use of social networks as a forum for exchange dedicated to Altran employees and candidates worldwide. To find out more about the presence of Altran and its regional subsidiaries on the social networks, you can consult www.altran.com/social-media"

Julien Gasco, Community Manager, Group communications department

its makeover in 2012, Altitude has become a magazine with even greater focus on the Group's Innovation Makers. A Group employee is now featured in the headlines of every issue.

2 - PROMOTE HEALTH AND SAFETY IN THE WORKPLACE

Preserve the health of our employees and prevent risk

Altran is committed to preserving the health and safety of its employees in compliance with EU directives, and national legislation and regulatory requirements in the countries where it operates. Health and safety strategies as well as professional-risk prevention plans are defined at the regional level. As such, these health and safety requirements have been integrated into the quality management systems of Altran France and Altran Portugal.

Every year, Altran France defines its HSE strategy for the year ahead. In 2012, the strategic objectives were three-fold:

- Pursue a continuous reduction in the number of accidents and incidents by eliminating their causes and controlling risks at the health, safety and environmental levels;
- Guarantee that all dangerous operations undertaken by Altran at client sites are covered by risk-prevention plans;
- Implement, check and improve the efficiency of health and safety practices of the Group and propose solutions to optimise the practices of its clients.

Altran monitors its employees' health via pre-employment, regular and periodic check-ups. Health centre visits are free of charge for all Altran employees.

Ensure the safety of consultants at Altran sites, client facilities and on business trips

At most of Altran's regional subsidiaries, the Group has implemented on-site emergency and rescue procedures in the buildings and offices it manages. Teams of voluntary staff members have been trained in site evacuation, fire prevention and staff rescue procedures. 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 assignment at client sites, has been integrated into Altran's quality management system. This notably includes prevention plans and new-risk notification procedures which are distributed to Group consultants. 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 those concerning risks in industrial sectors. Altran Belgium has improved ionising-radiation risk management via the external entity, CESI. The company has also upgraded fire prevention procedures and is carrying out an analysis of psychosocial care.

02.3 — OPEN TO SUGGESTION

Raising awareness to safety issues

Altran employees at Group subsidiaries in France, Spain, Italy, Belgium, Scandinavia, Portugal and the US, as well as Cambridge Consultants employees in the UK are regularly informed about safety issues on-site and when travelling for business. In France and Spain, the accent is on travel safety via dedicated news bulletins and quizzes. At Altran Italy, all employees are given a one-day, e-learning training course in on-site safety issues.

3 - ENHANCE THE QUALITY OF LIFE IN THE WORKPLACE

Full and part-time employees in several of Altran's regional subsidiaries can take a leave of absence with a guarantee of employment at the end of the sabbatical period. In Belgium, Altran staff can benefit from time credits and educational leave. Initiatives introduced by Altran Italy comply with Italian legislation, and the national collective agreement (*Contratto collettivo nazionale di lavoro*) which allows employees to take a leave of absence with a guarantee of employment on return for reasons related to the family, personal and family-member health, education and maternity. Employees at Altran North America with more than one year's service can request a leave of absence of up to 30 days for personal reasons.

The headquarters of Altran France in Vélizy-Villacoublay have been fitted, and those of Altran Belgium in Brussels renovated to enhance the quality of life in the work place. At Altran France's headquarters, bubble-type meeting venues, telephone capsules, open-plan areas

with lockers for consultants, dedicated project areas complete with screens, multi-connections and glass board partitions, are juxtaposed with collaborative workplaces more conducive to creativity and geared to enhance the quality of life at work. Altran Belgium's Brussels-based headquarters have been renovated to provide a meeting point for all the company's teams, thus facilitating travel and enhancing team communication.

Altran Germany's change management plan, resulting from employee discussions held during the "Meet&More" sessions, includes a project for the creation of a more convivial and healthier working environment.

A number of Altran's regional subsidiaries offer services and activities geared to promoting a feeling of well being in the workplace and helping employees strike an even balance between their private and professional lives. Within this context, Cambridge Consultants provides mentoring programmes and stress management for its consultants. In Belgium, France, Scandinavia and the Netherlands, a number of sporting activities are available (jogging, badminton, mini-football, etc.) and fruit is distributed freely to staff members. The images used for Altran Italy's 2013 calendar were selected from a series of drawings made by employees' children, based on the theme: "The Innovation Makers, through the eyes of their children". At Altran Spain, the Employee Club encompasses all these themes and initiatives (sports and games, participation in charity campaigns and promotional offers).

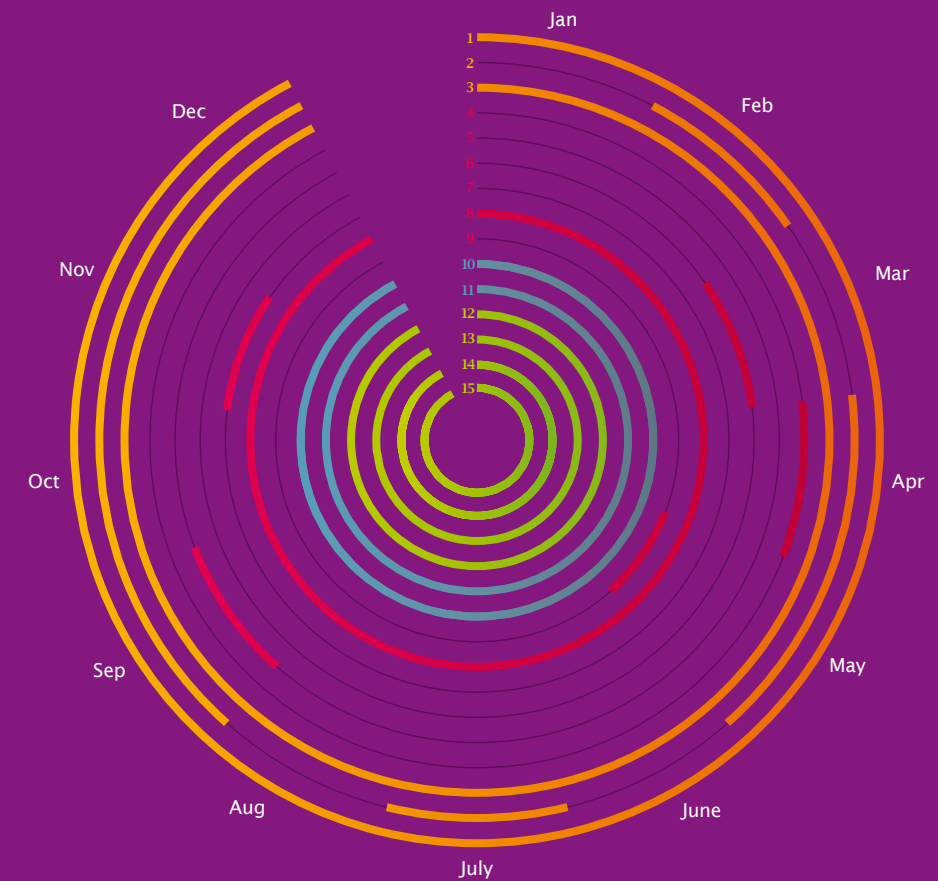
A word from...



"One of our stakeholder priorities is to develop innovative communication tools and activities that serve as a bridge to create good relationships between Altran's employees and the Company. This is how the *Eureka!* initiative and the "Employee Club" came about."

Alicia Sanchez Ruiz, Director of Human Resources, Altran Spain

02.3 — RAISING AWARENESS ALL YEAR ROUND



At the Group and regional levels, several initiatives and programmes were implemented and events organised throughout the year to raise the awareness of, and train employees in sustainable development issues, as well as in environmental, social and society-related matters, and to include staff members in the Group's CSR strategy.

► INTEGRATION & TRAINING

- 1. TRAINING PROGRAMMES in environmental issues for recruits
Belgium, Germany, Spain, Scandinavia and Cambridge Consultants (UK)
- 2. ALTRAN IMA'S CSR MODULE
Manager training
All countries
- 3. ENVIRONMENT TRAINING CATALOGUE
Belgium, Italy and Spain

► EVENTS & COMPETITIONS

- 4. SUSTAINABLE DEVELOPMENT WEEK
France
- 5. MOBILITY WEEK
France
- 6. EARTH HOUR
Belgium and Spain
- 7. EMPLOYMENT FOR DISABLED PEOPLE WEEK
France
- 8. INTERNATIONAL DAYS
Spain and Portugal
- 9. BIKE EXPERIENCE
Belgium

► PUBLICATIONS & POSTERS

- 10. ECO-GESTURE POSTERS AND FLYERS
Belgium, France, Germany, Italy, Portugal, Spain, the Netherlands and Cambridge Consultants (the UK)
- 11. ENVIRONMENTAL BEST PRACTICES GUIDES, dedicated articles in the in-house magazine
Spain and Cambridge Consultants

► DIGITAL

- 12. SOMOS MASS CSR BLOG
Spain
- 13. CSR-PROJECT NEWS ON INTRANET
All countries
- 14. DEDICATED CSR PAGE on regional Internet sites
All countries
- 15. E-MAILING eco-gestures and sustainable mobility at work
Belgium, France, Germany, Italy, Portugal and Spain

WIDEN

To fulfil our commitment to society and the environment in which we live, work and evolve, we mobilise the skills of our experts to serve the common good and to create more eco-friendly innovative solutions, propose charitable initiatives, measure and limit the impact of our activities on the environment and promote innovation to those around us. Through these actions we endeavour to be a committed player.



The Altran Foundation for Innovation

at end-2012, the Altran Foundation for Innovation awarded seven prizes to projects in seven European countries.

Solar Impulse

Altran is an official engineering partner of the solar plane project.

ISO 14001

Altran is developing Environmental Management Systems (EMS) in accordance with the ISO14001 standard.

30 Years of Innovation

to celebrate its 30th anniversary, Altran publishes a book on innovation.

03.1— ACTING FOR THE COMMON GOOD

Via the Foundation for Innovation and skill-based sponsorships, Altran aims to foster citizen commitment by mobilising and pooling Group skills to carry out creative, innovative projects.

ALTRAN FOUNDATION FOR INNOVATION

The Altran Foundation for Innovation was founded in 1996 for the purposes of promoting technological innovation for the common good. To carry out this mission, the Foundation organises a scientific competition every year in several countries, and awards a national prize to the technological innovations which best serve the common good. The national prize winners qualify to participate in the annual international competition. Each participating country chooses a national theme that deals with a topical social issue.

In 2012, France, Italy and Portugal chose healthcare as the theme for their national competitions, while Spain and Belgium opted for mobility and the UK and Germany focused on the responsible use of technologies. The Altran Foundation of Innovation offers skill-based sponsorship to the laureates of each participating country. This comprises six months of support from Altran engineers with a view to speeding up and ensuring the development of their projects.

The Group wishes to involve its employees in the Altran Foundation and at different stages of the award process. One possibility open to employees is to become a coach who acts as an intermediary between the Foundation and the candidate. All candidates can request a coach and all Altran employees can offer their coaching services. The aim is to answer the candidate's questions about the mission of the Foundation and the organisation of the award, and to help candidates draft and optimise their application.

SKILLS-SPONSORSHIP PROGRAMMES

Altran France provides skills sponsoring to cultural institutions and associations. Employees skilled in highly specialised fields can thus widen their professional horizons, while enhancing their experience in pro-community projects.

Since the autumn of 2012, Altran France has been participating in a skills-based sponsorship programme at the *Musée Rodin* (in Paris) to improve the museum's IT infrastructures. The mission of Altran's employees is to audit the present IT network and help set up new technologies, while implementing a project culture that ensures the sustainability of actions carried out.

Since the first quarter of 2012, Altran France has been working with the *Valentin Haüy Association* (for the blind) on a project focused on accessibility issues of, and the development of audio-description facilities for, visually-impaired audiences in cinemas in Toulouse. The aim of the *Valentin Haüy Association* is to help people with impaired vision to participate in social and professional activities.

In 2012,
876
work-days were
dedicated to
the conservation
and promotion of
cultural heritage
and to organising
charitable actions.



FOCUS / FOUNDATION FOR INNOVATION

The international prize winner

In 2012, Luis de Matos' Portuguese prize-winning project "wi-GO" won the Altran Foundation for Innovation's international prize, and was awarded the Innovation Makers' prize with 52% of the employee vote.

What is wi-GO? The wi-GO robot is a shopping caddie designed to accompany people with reduced mobility (such as the elderly and people in wheelchairs), as well as parents with babies. The robot is programmed in such a way as to ensure the safety of users while following them in an independent manner on shopping trips. Thanks to the use of advanced technologies and image recognition, the wi-GO caddie can identify and follow the movements of the user. Developed by IS2you, a spin-off of UBI, the Portuguese University of Beira Interior, the prototype can be used in airports, supermarkets and certain industrial settings. This project, which was selected by the Altran Portugal jury, is an innovative response to the national theme chosen by Portugal in 2012: "Technology and innovation serving social integration". The project will benefit from six months of support from a team of Altran experts as of 2013.

03.2— A GROUP-WIDE COMMITMENT

Altran and its regional subsidiaries participate in numerous charitable causes, such as charity races, collections and donations, and provide financial assistance to associations and non-governmental organisations (NGO).



RUNNING FOR A GOOD CAUSE

1 FRANCE
More than 50 Altran employees ran in the 20km Paris marathon to collect funds for two projects of the *Enfants du Mékong Association*; the opening of three classes and the renovation of a school in Cambodia.

2 INDIA
A team of 40 Altran India employees ran in the Bangalore 10km Midnight Marathon (organised by the Rotary Bangalore IT Corridor) in support of several local associations.

SPAIN AND ITALY
Employees from Altran Italy and Altran Spain took part in the Women's race in Barcelona and Susan G. Komen's "Race for the Cure" in Naples.

COLLECTIONS AND DONATIONS

3 PORTUGAL
Altran Portugal employees organised a collection of books which were donated to EFAO (Earth For All Organisation) to support the creation of the Mozambique and Cap Verde libraries. The employees also collected food products for the international health-care assistance organisation, AMI (*Assistência Médica Internacional*)

and participated in the *Pirilampo Magico* (magical firefly) operation in support of a rehabilitation and adaptation centre for disabled children. Two blood donation operations were organised at Altran's offices in Lisbon during the year.

BELGIUM
For several years, Altran Belgium employees have been able to participate in the annual Saint Nicolas toy-collection campaign. Altran Belgium also donated *eco-cheques*⁽¹⁾ to several associations.

(1) Eco-cheques are distributed by employers to finance the acquisition of ecological products and services



ITALY
Altran Italy participated in donations of computers to several schools and associations, and office supplies to an association in Sicily.

FRANCE
In 2012, Altran France renewed its commitment to the French charity restaurant organisation, *Restos du Cœur* by organising a collection of toys, food and clothes in December at sixteen Altran France sites.

4 SPAIN
Altran Spain employees organised a campaign to collect toys, pens and food products which were donated to the Caritas food bank.

NORTH AMERICA
Altran North America continued to lend support to "Toys for Tots" by organising a toy drive in several cities at the end of the year.

FINANCIAL SUPPORT FOR ASSOCIATIONS AND NGOS

ITALY
Altran Italy supports the *Nuovi Mecenati Foundation* whose purpose is to promote the creativity of young French artists via festivals and cultural events in forty cities throughout Italy. The Italian subsidiary also promotes Telethons and the AGIR humanitarian associations' network.

5 NORTH AMERICA
Altran North America made a donation to the Red Cross in support of the victims of Hurricane Sandy.

GERMANY
Altran Germany continued to support Unicef and the *Luftfahrt ohne Grenzen* association.

SCANDINAVIA
Altran Scandinavia continued to support the Swedish humanitarian association, Plan International Sverige.

UNITED KINGDOM
Cambridge Consultants made a financial donation to Cam Sight, a local association for blind and visually impaired people.

03.3— SUPPORTING INNOVATIVE PROJECTS

GLOBAL COMPACT N° 9
Encourage the
development and
diffusion of
environment-friendly
technologies.

At Altran, innovation is our DNA. To mark our 30th anniversary, Altran commemorated the history of innovation in 2012 and lent support to a number of innovative environmental projects.

ALTRAN COMMEMORATES THE HISTORY OF INNOVATION

In 2012, Altran celebrated its 30th anniversary by publishing a book, "30 Years of Innovation for a Brighter Future", which traces the story of the Company as well as the history of innovation and the revolutionary breakthroughs made over the past thirty years.

Altran uses innovation, the DNA of the Group since its inception, in an original and imaginative manner. Its ability to transform ideas into reality made innovation the essential component in the creation of Technology Consulting, a new profession that gave rise to some of the finest achievements over the past thirty years. The book traces the accomplishments of our consultants over the years and gives the keys to understanding what still needs to be done in terms of innovation in a number of fields such as transport, energy, health-care, and telecommunications.

Every year, Altran Spain publishes a book on the subject to help professionals understand and promote innovation within their organisations. Three books have been published to date: the first dictionary of innovation, "Who is responsible here?", and "Innovate now".

THE ALTRAN INNOVATION POTENTIAL INDEX

For the eighth year running, Altran's Madrid-based Innovation Potential Index served to assess the innovation capacity of European countries and to determine the recommendations for each country on how to improve their potential in the fields of sciences, technology and innovation. The index showed that the Nordic countries, such as Denmark, Finland and Sweden, have the strongest potential and revealed a correlation between R&D investment and the best rankings in terms of key innovation variables. The objective of the exercise is to promote efficient methods of improving criteria, such as technology-sector weightings in

production models (capacity of innovation and competitiveness) and corporate investment in R&D, with the overall aim of sustaining the growing innovation capacity of EU member countries.

OFFICIAL ENGINEERING PARTNER OF THE SOLAR IMPULSE PROJECT

Altran's partnership with Solar Impulse was forged out of our passion for, and willingness to invest in, the revolutionary concept of a solar-powered aircraft. Both parties decided to pool their expertise in order to demonstrate the tremendous potential of renewable energy. This gave birth to one of the most ambitious human and technological exploits of the 21st century. In 2003, Altran became actively involved in the Solar Impulse adventure. As an official partner, Altran and its team of experts have been working side by side on a daily basis with Bertrand Piccard and André Borschberg and their team towards achieving the objectives of the Solar Impulse project.

Altran's commitment

Altran's consultants, who have been involved in project management, as well as the development of the mission simulator used to calculate flight paths and create flight scenarios since 2003, have also worked on numerous other aspects of the solar plane, including stress analysis and electric architecture.

2012: The first intercontinental flight

After accomplishing the first day-and-night flight in 2010, then the first European flight in 2011, the solar plane continued to push back the boundaries in 2012 by completing a 6,000km fuel-free round trip flight between Switzerland and Morocco. Altran teams were present at the stopover points in Madrid in Spain and Toulouse in France to welcome the solar plane and promote the project.



Scan the QR-Code or click on the Altran website link below to view the pdf of the book
<http://www.altran.com/press-news/publications>



FOCUS / SOLAR IMPULSE

Simulation tools

Altran's Complex System Modelling team created simulation tools to prepare and optimise Solar Impulse flights.

After having completed the aircraft modelling, Altran developed the MISSIM flight simulator which calculates the optimal flight path for the plane in advance. This tool is used for managing trade-offs, optimising design choices, flight simulation and preparing long and short-haul flights.

"Platoo" is a routing tool designed to track flights in real time that is operated from the mission control centre, and which offers alternatives in the case of any unforeseen events. This tool proved essential during the Madrid-Rabat flight when the aircraft had to change course and retrace its steps for two hours.

The Platoo system integrates real-time treatment of meteorological data, ultra-fine, spectral-phenomena modelling, a high-precision predictive routing system, reduced calculation times, the ability to render significantly more accurate results, real-time take-off decision criteria during "Mission" countdown and even more precise analyses for the second solar plane, etc. These simulation tools are at the heart of the preparations for the 2013 trans-American mission.



Scan the QR-Code or click on the Altran website link below to view the video
<http://www.altran.com/about-us/altran-and-solar-impulse/>



03.4— LIMITING THE ENVIRONMENTAL IMPACT OF OUR ACTIVITY

Global Compact N° 7—
Apply a pre-cautionary approach to environmental issues

Global Compact N° 8—
Undertake initiatives to promote greater environmental responsibility

The development of Environmental Management Systems (EMS) enables Altran to measure and limit the impact of Group transport, paper and energy consumption and waste management.



1 - ENVIRONMENT MANAGEMENT

The Altran Group has implemented strategies at the regional level focused on Health, Security and Environment (HSE) and Environment Management Systems (EMS). Depending on the regional EMS strategy in place, a designated person or monitoring committee is officially responsible for environment related issues. Management systems ensure an analysis of the real and potential impacts of Group activities on the environment. On this basis, Altran 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.

Since Altran is an intellectual services provider, the main impacts of its activity on the environment stem from the Group's paper and energy consumption, staff travel and resulting CO₂ emissions, as well as waste management.

Altran sites in Belgium, Italy, Scandinavia, Spain as well as the Cambridge Consultants site have obtained environmental certification (ISO 14001, the Swedish label *miljödiplomer* and the eco-dynamic company label). Developed by the Brussels Institute of Environmental Management, the Ecodynamic Enterprise label is the equivalent certification for the European Eco-Management and Audit Scheme (EMAS) standard.

Elsewhere, Altran is progressively implementing procedures to measure and reduce the environmental impact of its activity. In Germany, environmental impact is measured by collecting data from the purchasing department and the mobility manager who

ensures that initiatives are implemented to reduce pollution caused by Group transport and measures their efficiency on a continuous improvement basis.

An Environmental Management System (EMS) is currently being set up in France, and will be rolled out in 2013 with a view to obtaining ISO14001 standard certification in 2014. Pending deployment, environmental impact is measured by collecting data from financial services, purchasing departments, car-fleet managers, general services departments, buildings managers, and the Group's services providers. This organisation promotes the development of initiatives to reduce the environmental impact caused by Group transport and purchased goods. The manager of Environment France is in charge of coordinating actions and implementing the EMS.

In the UK, health, security, environmental and CSR managers organise data collection for the purposes of measuring the main environmental impacts of the Group's activity.

2 - ENERGY

The energy consumption levels of the Altran sites in the Group's scope of environmental indicators are given in the Management Report (Chapter 9, Section 4.11) of the 2012 registration document.

Altran's energy consumption in 2012 totalled 23,484,428 kWh (84,544 GJ) of which electricity consumption for 20,275,250 kWh (72 991GJ). Altran's energy consumption is supplied by several sources of energy (energy mix) of which renewable energies for 17% and non-renewable energies for 83%.

03.4— LIMITING THE ENVIRONMENTAL IMPACT OF OUR ACTIVITY

Measures implemented to reduce energy consumption include: 1. energy-saving lighting and air-conditioning systems ensuring that power is automatically shut down outside office hours, 2. smart lighting systems that use sensors to measure the movement and degree of natural light, 3. HEQ (High Environmental Quality) buildings, 4. smaller office-space areas, 5. security-officer surveillance to ensure that lights are switched off and windows are closed, etc, and 6. the use of 100% renewable energy.

3 - PAPER

In 2012, paper consumption at the sites in the Group's regional reporting scope⁽¹⁾ totalled 18,794 kg⁽²⁾.

To reduce paper consumption, tools have been implemented to monitor printing, and automatically configure printers to print exclusively in black and white and recto/verso. The Group also organised a "paper-free week", replaced its individual printers with collective models, and implemented paperless solutions for electronic administrative and human-resources management, as well as billing, etc.

4 - WATER

Given the nature of Altran's activities, water consumption is limited to domestic use (toilets, showers, wash-hand basins, kitchen sinks, dish washing machines,

coffee machines, and water fountains, etc.). All water consumed by the Company is drawn from urban water reserves. Altran promotes efforts to reduce the level of water consumption and has installed dual-flush toilets and soap dispensers mounted on wash hand basin taps at its sites.

5 - TRAVEL

In 2012, Altran implemented a continuous progress approach to assess more accurately and exhaustively the impact of staff business trips; the aim being to measure the environmental impact of group travel by car, plane and train. Car transport includes company vehicles, the use of personal cars for professional purposes and car rentals. The total number of staff trips by company car and by plane is presented in the Management Report (Chapter 9, Section 4.12) of the 2012 registration document.

To reduce pollution caused by Group transport, vehicles in Altran's car fleet are low CO₂ emission models. In addition, all sites are equipped with video and audio conference systems, and car-pooling platforms and free shuttle services are available to employees. Public transport fares are reimbursed in full, and a mobility programme promoting the most eco-friendly means of transport has been introduced (public transport, train, car-sharing, bicycles, etc.).

(1) - Excluding Altran France sites.

(2) - Only A3/A4 paper used for printers and bought for use in sites within the scope of consolidation (excluding paper consumption by employees working at client sites).

A word from...



"Since 2009, we have been developing initiatives to reduce the environmental impact of our company vehicles. At present, our company car fleet is composed exclusively of low CO₂ emission vehicles, which consume very little energy (Blue Motion, BlueEfficiency, GreenLine). We have reduced the number of company vehicles and implemented driver-training programmes. Having reduced fuel consumption by 5.1% in 2012, Altran was awarded the Green Fleet Prize by *Naturschutzbund Deutschland* (the German NABU: Nature and Biodiversity Conservation Union)."

— Petra Dannenberg, Mobility Manager, Altran Germany

03.4— LIMITING THE ENVIRONMENTAL IMPACT OF OUR ACTIVITY

6 - GREENHOUSE GAS EMISSIONS AND THE CLIMATE CHANGE ISSUE

Altran's commitment to the protection of the environment prompted the Group to develop several projects focused on measuring and reducing CO₂ emissions and developing more environment-friendly innovative solutions. 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, the sustainable city (mobility and buildings), eco-technologies and eco-design. An internal research programme has been in place since 2009 for the purposes of developing skills and tools geared to enhance the sustainable value of solutions, products and services (see Chapter 1, Section 1). 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.

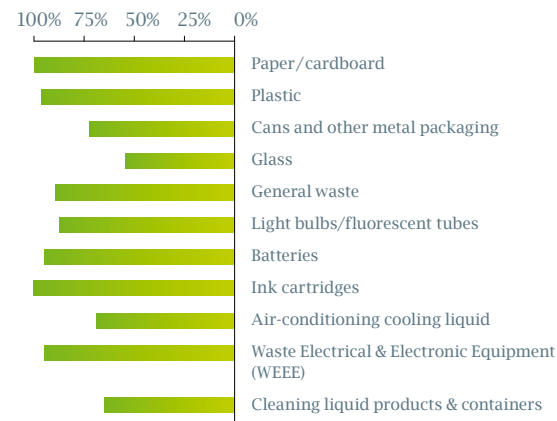
Altran monitors its greenhouse gas emissions at the Group level and in several of its regional markets and has set up a continuous progress approach to integrate all relevant sources of emissions related to its activity and to extend its geographical coverage.

Initiatives carried out to limit CO₂ emissions are presented by emission source in specific chapters in this report.

7 - WASTE MANAGEMENT

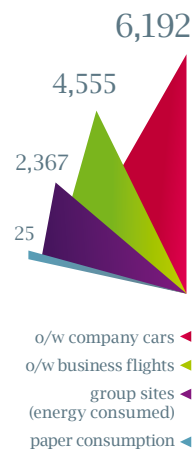
Altran is gradually equipping all of its sites with facilities to sort and recycle waste generated by its activity.

Percentage of sites equipped with selective waste sorting and recycling facilities⁽¹⁾:



(1) Data not available for all waste types at the Paris (CapEtoile) and Illkirch sites, for glass waste at the Vélizy-Villacoublay site, for light-bulb and light-tube waste at the Rennes and Lyon sites, for all cooling liquid waste at all sites in France, except Blagnac, and for all cleaning product waste at Levallois, Vélizy-Villacoublay, Rennes and Lyon.

CO₂ emission sources Associated CO₂ emission coefficients (tonnes)



Altran monitors its greenhouse gas emissions at the Group level and in several of its regional markets and has set up a continuous progress approach to integrate all relevant sources of emissions related to its activity and to extend its geographical coverage.

04. Methodology

CSR REPORTING

In 2012, the Altran Group adapted its CSR reporting to take into account requirements set forth in Article 225 of the French Grenelle 2 law (*Grenelle de l'environnement*). A chapter dedicated to CSR is included in the Management Report (Chapter 9, Section 4 of the 2012 registration document). A certification of attendance issued by the Group's statutory auditors is included in Appendix 3 of the registration document. The CSR report completes this information by detailing the key events and projects developed throughout the year. It also provides additional information relative to Altran's Corporate Social Responsibility which is not a legal requirement but expected by Group stakeholders.

REPORTING PERIOD

This report covers the period from 1 January to 31 December 2012. Unless mentioned otherwise, all of its contents relate to activities carried out in 2012. Every year, Altran publishes information concerning its Corporate Social Responsibility (CSR) strategy. The contents of the previous report, published in June 2012 relate to activities carried out in 2011.

SCOPE

Altran's scope of social, environmental and society-related indicators in the CSR report is identical to that defined within the context of the Group's continuous improvement approach regarding the social, environmental and society-related information contained in the Management Report. The operating countries included in the 2012 regional scope of consolidation were Germany, Belgium, Spain, France, Italy and the UK (excluding Cambridge Consultants). The regional scope of consolidation is detailed in the Management Report of the 2012 registration document (Chapter 9, Section 4.22). The CSR report also includes information related to Altran's legal entities and the Group's main sites in the US, India, Portugal, the Netherlands, the Scandinavian countries and Switzerland, as well as to Cambridge Consultants. All information related to the countries herein listed is specified as such in the CSR report. Group operations in India and Switzerland were included in the CSR reporting scope as of 2012.

The subsidiaries included in the additional information in the CSR report are:

- India: Altran Technologies India
- Portugal: Altran Portugal SGPS
- Scandinavia: Altran Technologies Sweden AB, Altran Sverige and Altran Norway AS

- Switzerland: ALTRAN AG (CHE)
- The Netherlands: Altran International, Altran BV
- UK: Cambridge Consultants
- US: Altran Solutions Corp

INDICATOR SELECTION CRITERIA AND INFORMATION

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 society-related levels, without omitting any information that may be considered pertinent to stakeholders, or information whose exclusion could have an unwarranted influence on them.

In the preparation of this report, Altran adopted the Global Reporting Initiative (GRI) directives set forth in version 3.1 of the GRI's "Sustainability Reporting Guidelines" (GRI 3.1) defining the principles, directives and contents required in sustainable development reports. The joint approach used to draw up this report was coordinated by the Group's Communications Department in association with Altran's foreign CSR correspondents and teams responsible for Group stakeholder relations.

This process is based on a forward-looking 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 (notably those specific to article 225 of the Grenelle 2 law) and Altran's voluntary strategic commitments, the Group's strategy and mission, its key values and operational management systems, employee expectations and initiatives developed by the Group's regional subsidiaries, as well as the major risks identified, and the possible contributions in terms of sustainable development of an innovation and advanced engineering consulting 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.

REPORTING FRAMEWORK

A reporting framework for social, environmental and society-related data has been drawn up and deployed. This reporting tool will be updated every year to take into account consolidation work and data verification carried out, as well as contributor and statutory auditor comments and the progress plan. This framework provides details of the methods used to obtain indicator feedback relative to scope, frequency, definitions, methodology principles, calculation formulas and standard factors. The methodologies implemented for certain indicators may be limited and could therefore be a source of uncertainty given the use of estimates in the case of missing data, calculation errors and omissions, and simplifying assumptions.

RESPONSIBILITIES AND CONTROLS

The information and the performance indicators presented in this report were collected from several data management systems set up by the Group's Communication Department in charge of coordinating internal and external CSR communication. Altran has implemented a data validation and monitoring system to ensure the quality and exactitude of the information presented in this report. A certification of attendance issued by the Group's statutory auditors concerning the social, environmental and society-related information in the Management Report describes the nature and extent of their work.

CONTACTS

Altran's 2012 CSR Report is issued for public information and can be consulted on the Group's Internet site: www.altran.com. All comments and questions concerning this report should be addressed to the Group's CSR Manager:

Altran Technologies,
96, avenue Charles de Gaulle
92200 Neuilly-sur-Seine, France
or by mail to
corporate.responsibility@altran.com

05. Cross-reference table

GLOBAL REPORTING INITIATIVE

Profil

GRI	Information	2012 CSR Report	2012 Registration Document	Comments
1,1	Message from the Chairman	00.2 00.3 00.6 01 02 03		Information concerning Altran's strategy and commitments, together with trends that could have an impact on the company and its CSR strategy, as well as the key events in 2012 and the company's goals for the future are given in "The message from the Chariman" and throughout the present report. The Group's continuous improvement approach ensures performance improvement <i>vis-à-vis</i> the key identified challenges which will be the Group's main objectives for 2013 and beyond. In 2012, Altran made progress regarding the implementation of its commitments and reporting on its actions, as presented in the corresponding sections of this report and in the performance indicators.
1,2	Description of key impacts, risks and opportunities	00.4 00.5 01.1	4.1 4.6 9.4	
2,1	Name of organisation	00.1	5.1.1	
2,2	Primary products and/or services and related brands		6.1	
2,3	Operational structure of the organisation		07	
2,4	Location of the organisation's headquarters		5.1.4	
2,5	Number and name of countries where the organisation operates		07 20-Note 2	
2,6	Nature of ownership and legal form	00.1	5.1.4 21.1	
2,7	Operating markets		6.2	
2,8	Size of organisation	00.1	03 6.2 9.2 9.3 17.1.1 18.1.1 20.3.1	
2,9	Significant changes during reporting period		9.1 18.1	
2,10	Awards received during reporting period	00.2 00.6 01.1 03.4-5		

05. Cross-reference table

GLOBAL REPORTING INITIATIVE

Profil

GRI	Information	2012 CSR Report	2012 Registration Document	Comments
3,1	Reporting period for information provided	04		
3,2	Date of last published report, if any	04		
3,3	Reporting cycle	04		
3,4	Contact person for all questions related to the report and its contents	04		
3,5	Process for defining report contents	04		
3,6	Scope of the report	04		
3,7	Specific limitations on the scope or boundary of the report	04		
3,8	Principles adopted for reporting on joint-ventures and subsidiaries	04		
3,9	Data measurement techniques and the bases of calculations	04		
3,10	Explanation of the consequences of, and the reasons for, any reformulation of information communicated in previous reports	04		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	04		
3,12	Table identifying the location of the standard disclosures in the report	05		
3,13	Third-party validation	04		

05. Cross-reference table

GLOBAL REPORTING INITIATIVE

Profil

GRI	Information	2012 CSR Report	2012 Registration Document	Comments
4,1	Governance		14.1 Appendix 1-1	
4,2	Indicate whether the chairman of the board is also an executive officer		14.1.2 Appendix 1 - 1.3	
4,3	For organisations with a unitary board structure, state the number of independent directors and/or non-executive members		Appendix 1 - 1.2	
4,4	Mechanisms in place for shareholders and employees to make recommendations or transmit instructions to the board of directors		21.2 Appendix 1 - 1.2 Appendix 1 - 2	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.
4,5	Relation between the remuneration of Board members (or similar), senior executives and executive directors and corporate performance		9.4.2 15.1	
4,6	Process implemented by the Board of Directors (or similar) to avoid any conflicts of interest		14.3 Appendix 1 - 1.2	
4,7	Process used to determine the qualifications and expertise of the members of the Board and its committees, including consideration of diversity indicators		14.1.1 Appendix 1-1.1	
4,8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	00.2 01.2		
4,9	Procedures defined by the Board of Directors (or similar) for overseeing the organisation's identification and management of economic, environmental, and social performances, including relevant risks and opportunities, and adherence to, or compliance with international standards, codes of conduct, and principles.		Appendix 1 - 1.2 Appendix 1 - 1.5	
4,10	Process used to evaluate the performance of the Board of Directors, notably with respect to economic, environmental, and social performances		Appendix 1-1.1	

05. Cross-reference table

GLOBAL REPORTING INITIATIVE

Profil

GRI	Information	2012 CSR Report	2012 Registration Document	Comments
4,11	Explanation of the organisation's position regarding its precautionary approach or principle and the actions taken in this respect.			Altran is a signatory of the United Nations Global Compact. Progress made related to directive number 7 of the Global Compact are presented in Chapter 3, Section 4 of the CSR report.
4,12	Externally-developed economic, environmental, and social charters, principles, and other initiatives to which the organisation subscribes or endorses.	00.3		
4,13	Memberships in associations (such as industry associations) and/or national/international organisations			Altran is a member of Syntec Numérique, Syntec Ingénierie and GIFAS in France, and a premium partner member of Autosar in Germany.
4,14	List of the organisation's stakeholders	00.5		
4,15	Basis for identification and selection of stakeholders with whom to engage	00.5		
4,16	Approaches to stakeholder engagement, notably regarding frequency of engagement by type and by stakeholder group			The Group develops dialoguing tools for its stakeholders. Some of these tools are available for use all year round (Internet sites and social networks, etc), while others are implemented occasionally for specific purposes or events (annual satisfaction surveys, trade fairs and forums, etc.).
4,17	Questions and concerns that have been raised through stakeholder engagement and the way the organisation has dealt with these issues			Stakeholder expectations have become the key centres of Altran's commitment and focus for improvement which are at the core of the actions described in the sections of this report: notably in terms of being a partner of excellence for our clients, suppliers and shareholders; being a responsible employee for our current and future employees, and being a committed player for society as a whole.

Information relative to the disclosure on management approach (DMA)

GRI	2012 CSR Report	2012 Registration Document	Comments
EC	01 / 01.1 / 01.3 / 03.1	0.3 / 6.2 / 9.4.1.3 / 9.4.2	
EN	03.4-1 / 05		
LA	02		
HR		9.4.18	
SO	05		
PR	01.3 / 05		

05. Cross-reference table

Performance

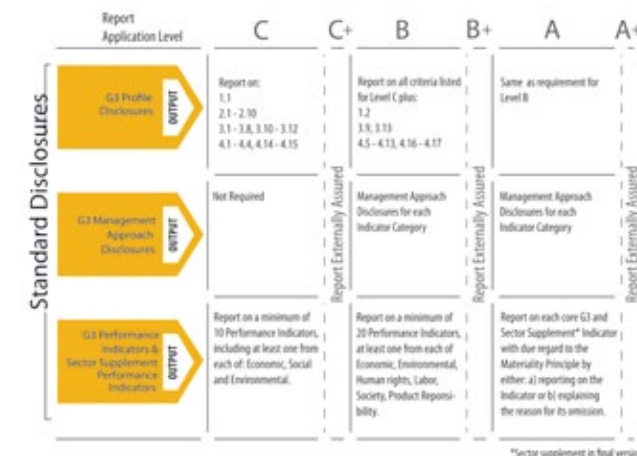
GRI	Not relevant	2012 CSR Report	2012 Registration Document	Comments
EC2		01.1 03.4-6	4.6 9.4.14	
EC3			9.4.2 20 Note 4-4.13	
EC5			9.4.2	
EC7			9.4.1.3	At 31 December 2012, the CEO in the countries in Altran's scope of social, environmental and society-related indicators listed in the Management Report are citizens of the country under their management.
EC8		03.1	9.4.17	
EN1		03.4-3	9.4.10	
	EN3			
EN4		03.4-2	9.4.11	
EN6		03.4-2	9.4.13	
EN8			9.4.10 9.4.13	
	EN9			
	EN10			
	EN12			
	EN13			
	EN14			
	EN15			
EN16		03.4-6	9.4.14	Altran uses Version 6.1 of ADEME's carbon footprint "Guide to Emission Factors" to measure its greenhouse gas emissions.
EN18		03.4-6	9.4.13 9.4.14	
	EN20			
	EN21			
EN22		03.4-7	9.4.15	
	EN23			
	EN24			
	EN25			
EN26		03.4	9.4.13	
	EN27			
EN28				Where necessary, refer to the Registration Document, Chapter 4 Section .7 "Legal Risks", and Chapter 20 Section 8, "Legal and arbitration proceedings.
EN29		03.4-5	9.4.12	
	EN30			
LA1			9.4.1.1 9.4.3	
LA4			9.4.4	
LA6			9.4.5	

05. Cross-reference table

GRI	Not relevant	2012 CSR Report	2012 Registration Document	Comments
LA7			9.4.5	
LA9			9.4.5	
LA10			9.4.6	The average number of staff training hours is published by region
LA11		02.1-2 02.2-2 02.3-3	9.4.6	
	HR3			
	HR5		9.4.18	
	HR6		9.4.18	
	HR7		9.4.18	
	HR8			
	HR9			
	HR10			
	HR11			
	SO1			
SO7				Where necessary, refer to the Registration Document, Chapter 4.7 Legal Risks, and Chapter 20.8, Legal and arbitration proceedings
SO8				Where necessary, refer to the Registration Document, Chapter 4.7 Legal Risks, and Chapter 20.8, Legal and arbitration proceedings
	SO9			
	SO10			
	PR1			
	PR2			
PR5		01.3-1		
PR8				Where necessary, refer to the Registration Document, Chapter 4.7 Legal Risks, and Chapter 20.8, Legal and arbitration proceedings
PR9				Where necessary, refer to the Registration Document, Chapter 4.7 Legal Risks, and Chapter 20.8, Legal and arbitration proceedings

The reasons justifying the irrelevant profile of certain indicators such as those mentioned above are given in the reporting framework developed and deployed within the company in 2012. These can be obtained from the Group's Communication Department.

Level of GRI application



Altran has submitted the Group's 2012 CSR report to the Global Reporting Initiative for verification of its application level. The GRI has confirmed that Altran has reached level B.

05. Cross-reference table

UN GLOBAL COMPACT

The cross reference table is based on the guidelines of the Global Compact and the Global Reporting Initiative "Making the connection, The GRI guidelines and the UNGC Communication on Progress" which are available on the Global Climate's web site; www.unglobalcompact.org.

Global Compact principles	Performance indicators (GRI – Altran)	2012 CSR Report	2012 Registration Document
Principles regarding human rights 1, 2	EC5	01.2	9.4.2
	LA4	01.4	9.4.4
	LA6	05	9.4.5
	LA7		
	LA9		
Principles regarding labour standards 3, 4, 5, 6	PR8		
	EC7	00.3	9.4.1.3
	LA4	0.2.2	9.4.4
	% of employees with recognised disability		9.4.7.1
Principles regarding the environment 7, 8, 9	Female employees as a % of total workforce		9.4.7.2
	EN1	01.1	9.4.18
	EN4	03.3	9.4.10
	EN6	03.4	9.4.11
	EN8		9.4.12
	EN16		9.4.13
	EN18		9.4.14
	EN26		
	EN28		
	EN29		
Principle 10: Combating corruption	EC2		
	% of employees trained in policies and procedures related to the fight against corruption.	01.2	

ALTRAN

Head office
54-56, avenue Hoche
75008 Paris, France

Administrative headquarters
96, avenue Charles de Gaulle
92200 Neuilly-sur-Seine, France

www.altran.com
corporate.responsibility@altran.com

2012 Corporate Social Responsibility Report

Director of publication
Philippe Salle
Chairman and Chief Executive of the Altran Group

Editorial director
Frédéric Fougerat
Director of Group Communications

Coordination
Clara Lorentz
Group Communications Manager - CSR

Acknowledgements
The Director of Communications for the Group 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.

Conception and design
CONTENT DESIGN LAB

Translation
WordDesigners

Photo credits
DR@Altran, Tristan Deschamps,
©Solar Impulse | Revillard | Rezo.ch,
©B.PAGET

Printed in France
Graph Imprim

This report has been composed in Lucida and EF Filzherhand and printed on Triple Star Volume Mat Papers (cover: 300g / interior: 115g) in four colors on a Heidelberg XL105 printing press.



Statement GRI Application Level Check

GRI hereby states that **Altran** has presented its report "Corporate Social Responsibility - 2012 Report" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B.

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. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

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 2013

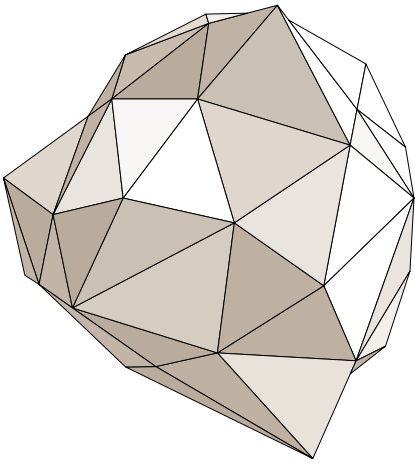
Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative

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 24 April 2013. GRI explicitly excludes the statement being applied to any later changes to such material.



INNOVATION MAKERS



ALTRAN TECHNOLOGIES
Public limited liability company
with a share capital of 87,286,212 euros

Head office
54-56, avenue Hoche - 75008 PARIS
702 012 956 RCS Paris

alTRAN