



Sustainability Report

Abstract from the annual 2009
Financial Report

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**Letter
to the
Stakeholders**



Altran Italia is well aware of how important the principles and values of Corporate Responsibility are. For the second year running, Altran Italia has made a concrete commitment to present a financial statement covering all corporate aspects.

In the 2008 financial statement, far exceeding the minimum legislative requirements of paragraph 2 – Article 2428 of the Civil Code, Altran Italia introduced extra-book content in the “Sustainability Section”. This document, distributed both in-house and to external re-

sources during the year, showed the current and perspective “value” of the relational intangible assets: Human Capital, Customer Relations, Partnerships, Environment, Innovation and Corporate Governance. This methodological approach considers Corporate Responsibility a strategic lever.

In the 2009 Financial statement, non-financial information is included in the “Sustainability Report” enclosed with the Annual Report. This decision was taken to provide more detailed information for the Stakeholders of reference, maintaining the necessary formal connections with the economic-financial information.

Altran Italia believes that non-financial data can enrich financial information for a better understanding of the same. The Sustainability Report, with the Financial statement, has therefore been presented to the Shareholders’ Meeting.

In the current global economic-financial situation, coherence and sincerity are even more important in the corporate context.

Commitments in 2008 were confirmed, with most becoming a concrete reality in 2009, and this proves that Altran Italia is fully able to continue its development “from predicated to practiced sustainability”.

Altran Italia believes in involving its Stakeholders in the continuous improvement of its business in both ethical and economic terms. Many thanks to the people who helped draw up this Report, and anyone who has any comments to make on it.

*The Chairman
Marcel Alain Patrignani*

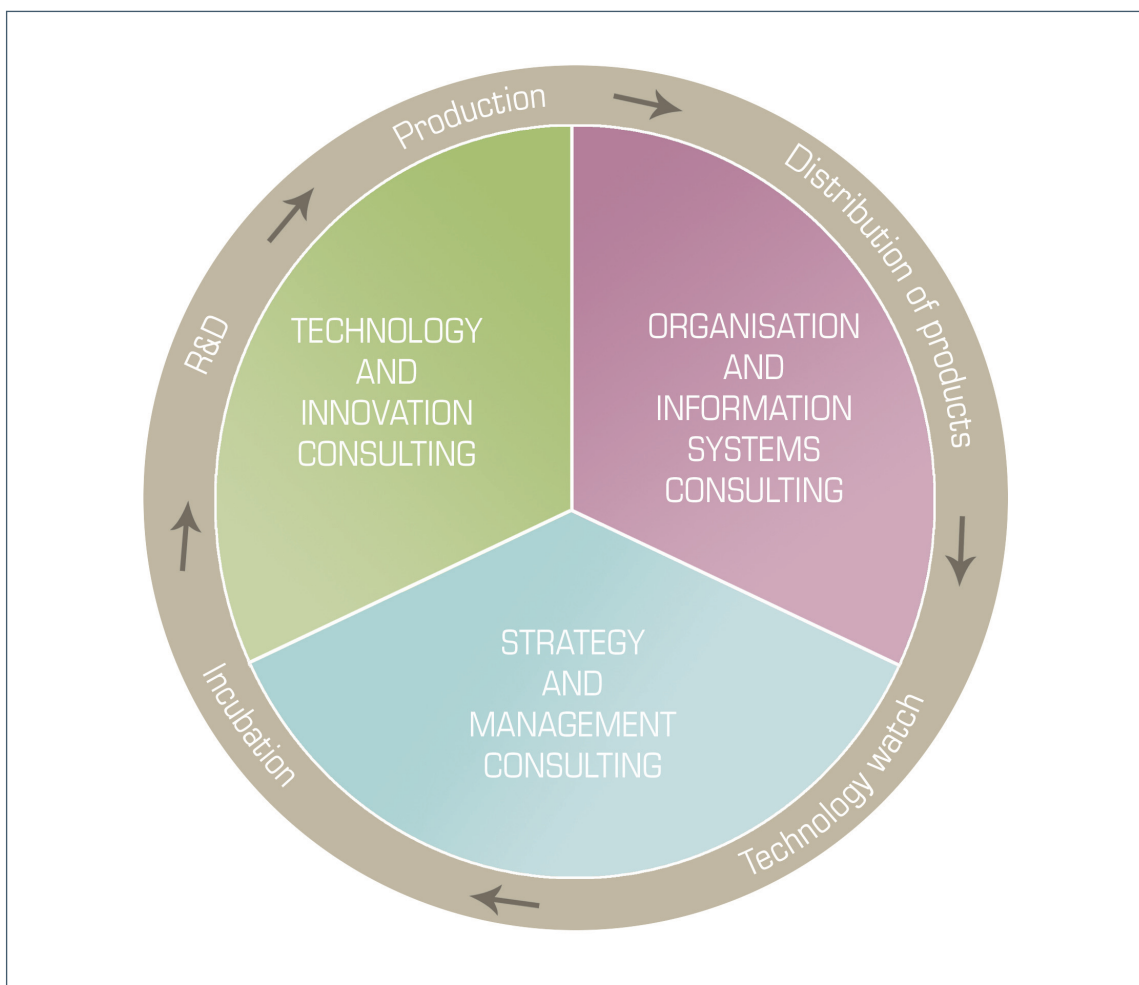
Marcel Alain Patrignani

Company Profile

Altran Italia is part of the Altran Group established in France 28 years ago and has been listed on the Paris stock exchange for years. Altran offers consulting services to major companies all over the world for technological and process innovation, the development and management of computer systems, strategies and management.

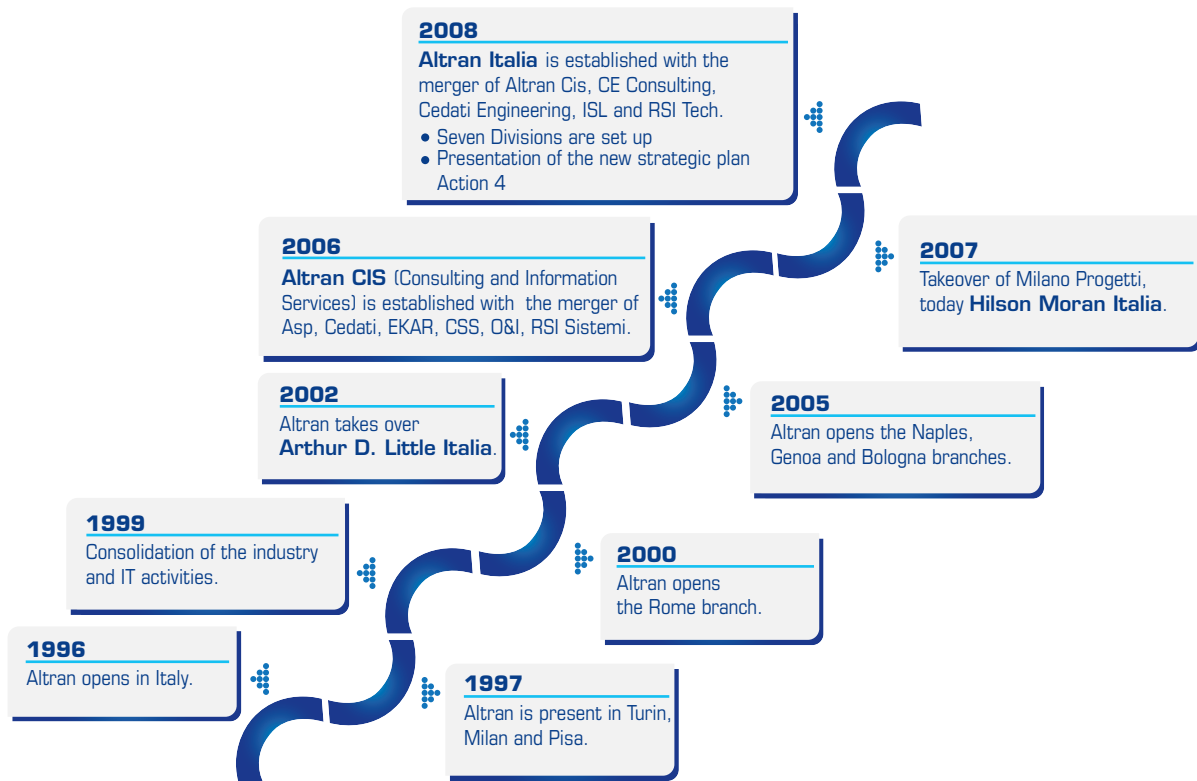
The *main business* of the Altran Group is to provide support for its customers throughout the entire innovation cycle: from the definition of strategy to research and development, from the definition of design and production to the distribution of a new product and/or service. The resources in the Operational Divisions (*Consultants*) of the Group have specific competence in all fields of *innovation technology*.

History



Altran has been operating in Italy since 1996, an important step forward in the growth of the Group in Europe.

ALTRAN ITALIA HISTORY



Altran Italia is a Joint-Stock Company with a sole shareholder (Altran Holding S.r.l.) managing and coordinating the company. Altran Holding is a subsidiary of the French parent company Altran Technologies S.A.. In 2009 a resolution was passed for a reverse merger through acquisition between Altran Italia S.p.A. and Altran Holding S.r.l., currently underway. Main corporate business: (i) studies and consulting in the engineering, information science and technology, technological innovation and organisation sectors, (ii) research and development into knowledge for new products, processes or services, (iii) activities for concretisation of above knowledge, (iv) training and selection of personnel in the above sectors, (v) data processing and systems management.

Altran Group Facts & Figure

- 100 branches in 20 countries in Europe, the USA, Latin America and Asia.
- 56% of the turnover is from business activities based abroad (outside France)
- Main business lines:
 - Technological and innovation consulting
 - Organisation and information system consulting
 - Strategy and management consulting
- Turnover of over 1.400 million euro
- Over 17,000 employees

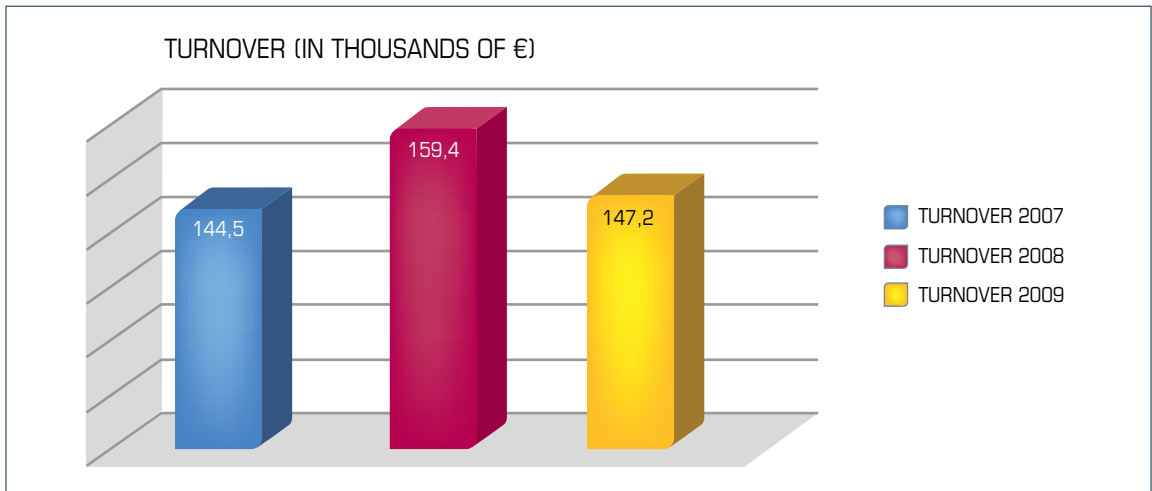
Altran Italia Facts & Figure

- 11 branches: Milan, Rome, Turin, Trieste, Ivrea, Genoa, Bologna, Pisa, Florence, Naples, Catanzaro
- Seven Divisions:
 - TEM – Telecommunications, electronics and Media
 - FIS¹ – Finance, Banks and Insurance
 - ASD – Aerospace and Defence, Railway and Naval, Surveillance
 - AIT – Automotive, Infrastructures and Transportation (logistics)
 - EILIS – Energy, Industry, *Life Sciences*
 - LABS¹ – *Laboratories*
 - GOV¹ – Public Administration
- Each Division is managed by a Director² with various *Business Units* coordinating *teams of Consultants* with qualified experience in the *business* processes of the sector
- A turnover of over 147 million euro
- Over 2,000 Employees
- Over 320 customers

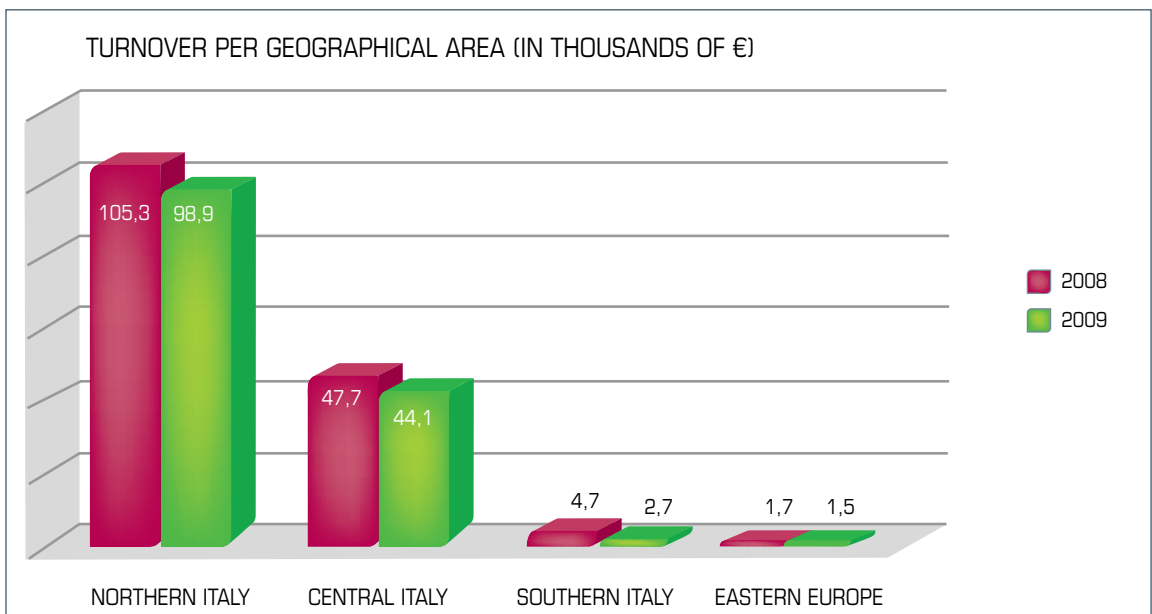
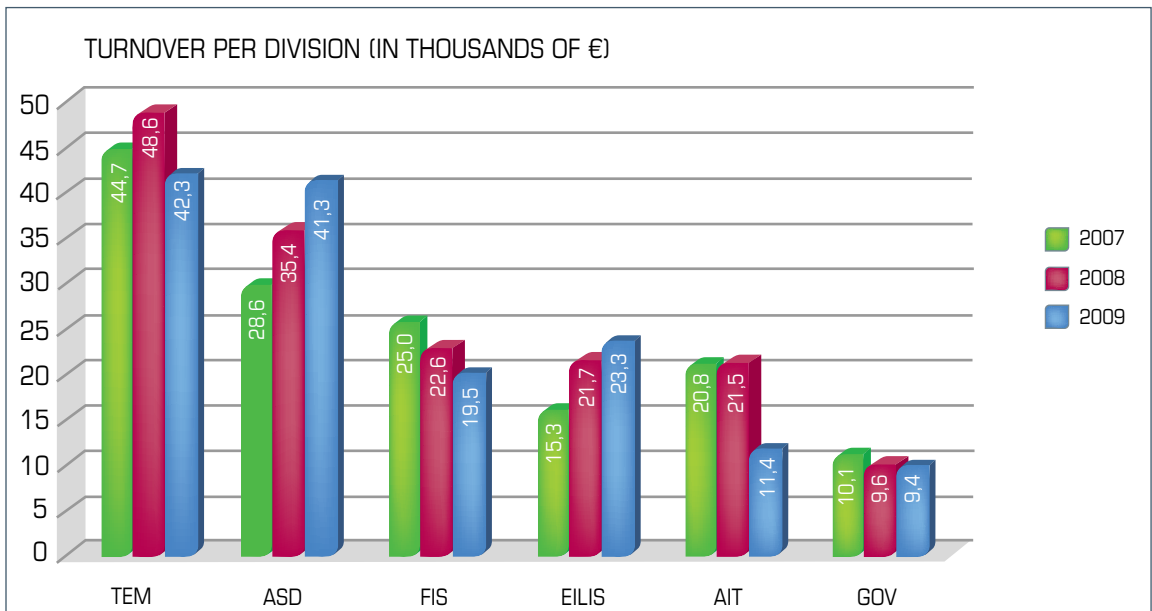
Over the last three years, on the basis of data from incorporating companies, the turnover of Altran Italia net of transferable costs recharged to customers, has the following trend.

¹ In 2010 the GOV Division was taken over by the FIS Division, called FSG. The LABS Division, business structure, has the characteristics of a service structure.

² Concerning the new classification used in Altran Employees Directory of Altran Group, from 1 April 2010 on, Divisional Directors will be named Managing Directors, their deputies will be named Senior Managers and BM will be named Managers. Current Services Directors will be referred as Corporate Service Directors and Corporate Service Managers will report to them; the third level will be Corporate Service Staff.



Below the turnover for 2009 is shown per Division and geographical area.



Altran Italia is well aware of its corporate role in sustainable development. In 2008 the company implemented a project called "*Sustainability Way*", to assess the effects of its business on the expectations of its *stakeholders* of reference, implement the required actions on the theme of sustainability and account for all the tangible and intangible aspects of performance.

In the corporate responsibility-planning phase, the company selected its *stakeholders* of reference, classifying them as in-house or external. Subsequently, *Sustainable intangibles* were established, on the basis of the assumption that responsible action produces value of an intangible nature associated with the goodwill of relations with major partners. On the basis of the corporate activities and strategies implemented, the intangible *assets* of reference, are:

- HUMAN CAPITAL, fundamental for the corporate purpose;
- CUSTOMER RELATIONS, necessary to establish an offer to meet real market requirements;
- PARTNERSHIPS, with the opportunities that derive from sharing knowledge with companies and institutions;
- the ENVIRONMENT, an opportunity and a necessary value of reference for actions and practices that guarantee sustainable development;
- INNOVATION, fundamental for success on the market modern;
- CORPORATE GOVERNANCE, with the benefits that derive from a solid and efficient corporate structure based on the principle of legality and the valorisation of *Stakeholders'* interests.

This scheme of analysis was adopted to operate and direct activities involving the *stakeholders* for every class of intangible asset, choosing actions to implement on the theme of sustainability and account for non-financial aspects of the management.

Today, the *stakeholders* associated with the value of each Intangible asset are involved in single initiatives. It is in the company's interest to plan a process of involvement with a *focus group* to create operating synergies and encourage an exchange of opinions on themes of strategic interest.








The priority goals Altran Italia wishes to adopt in order to increment the potential of the Sustainable intangibles concern:

- used for adjusting to voluntary behaviour;
- simplification of internal procedures for the benefit of users;
- the involvement of the corporate *Stakeholders* of reference;
- the realisation of more and more consistent projects for sustainable development;
- the divulgation and promotion of innovative services for the advantage of the Community and Future Generations;
- the reduction of the company's environmental impact;
- partnerships in the public and private sector to promote the culture of innovation.

Corporate principles

Altran Italia has been a member Sodalitas Foundation Since 2008. Sodalitas is a Foundation of 75 companies, many of which are Altran Italia customers, with 80 voluntary managers. The Foundation is a point of reference in Italy for the promotion of corporate responsibility and the managerial development of non-profit organizations. Altran Italia’s membership lets us share a “common patrimony” with our major customers, consisting of the values of the Foundation such as human rights and dignity, diversity and respect, responsibility, solidarity, commitment, transparency and social cohesion. Since June 2008, Altran Italia has adopted its own charter of principles, shown below.

Table n.1: Altran Italia Charter of principles (www.altran.it)

	<p>RESPONSIBILITY AND COHERENCE: the main commitment consists of carefully assessing the foreseeable consequences of our actions on all Stakeholders, assuming full responsibility for the same, and guaranteeing coherent behaviour in observance of the above principles;</p>
	<p>INTEGRITY AND EQUITY: to always behave honestly, in good faith and in a fair way to guarantee the same service for all stakeholders;</p>
	<p>HONESTY AND TRANSPARENCY: full respect of contractual commitments in the execution of the same, for reciprocal benefit, guaranteeing equal rights in access to information for the stakeholders, and protecting market value;</p>
	<p>THE CENTRAL ROLE OF HUMAN CAPITAL: to respect the dignity of workers and their fundamental rights, guarantee good working and living conditions, promoting the training and professional development of “human capital” and guaranteeing equal opportunities;</p>
	<p>CONSUMER/CUSTOMER PROTECTION: protect the interests of consumers/customers in the broadest possible sense, and guarantee the same equal service, correctly informing them of policies and activities which may influence their decisions;</p>
	<p>SOCIAL CITIZENSHIP: to concretely contribute to the wellbeing of the community in which the company operates, to find a common solution to territorial problems and to develop relations based on reciprocal trust (social capital);</p>
	<p>SUSTAINABLE DEVELOPMENT: to protect the interests of future generations, acknowledging the closely related interdependence of corporate decisions and environmental impact, going beyond the pure and simple formal respect of regulations, with a concrete commitment to the development and adoption of innovative and eco-efficient technologies.</p>

These values were presented to the Altran Holding at the *1st International Altran Sustainable Development Meeting (October 30th, 2008, Paris - Libertis)* and distributed throughout the structure, with information provided to new personnel and communications sent to the entire corporate structure in the "Essere Altran (Being Altran)" *newsletter*.

On 17th June 2009, Altran Italia adhered to Global Compact, an international initiative of the United Nations to promote responsible corporate citizenship. With this action Altran Italia is obliged to respect the Global Compact principles (Table n.2).

**Global
Compact
principles**

Adhesion for companies involves an annual commitment to draw up an annual *Communication on Progress (COP)* for the company *Stakeholders* from the second year of adhesion, and publish it on the Global Compact site, so all the *Stakeholders* are kept constantly up-to-date on the company's recorded progress in the implementation of the ten principles and participation in partnership projects to support the *mission* of the United Nations. Altran Italia wishes to meet this commitment in advance in 2009 with this *Sustainability Report*, which will be published on the Global Compact web site as our COP. Altran Italia, with many other organisations and institutions, keeps track of the progress of the United Nations *Business and the Millennium Development Goals* project to establish the parameters with which to measure the actions for promoting development in line with equity of gender, health, education and environmental sustainability. Furthermore, Altran Italia is part of the Italian *Global Compact Network*. The ultimate aim is to put an end to poverty, hunger, sickness and segregation in the international community (www.un.org/millenniumgoals/).

Table n.2: Global Compact Principles (www.unglobalcompact.org).

HUMAN RIGHTS
I. Businesses should support and respect the protection of internationally proclaimed human rights within the scope of their respective fields of influence
II. Make sure they are not complicit in human rights abuses.
WORK POLICIES
III. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
IV. The elimination of all forms of forced and compulsory labour
V. The effective abolition of child labour
VI. Eliminate discrimination in respect of employment and occupation
ENVIRONMENT
VII. Business should support a precautionary approach to environmental challenges
VIII. Undertake initiatives to promote greater environmental responsibility
IX. Encourage the development and diffusion of environmentally friendly technologies
ANTI-CORRUPTION
X. Businesses should work against corruption in all its forms, including extortion and bribery

Methodological Premise

Accounting model

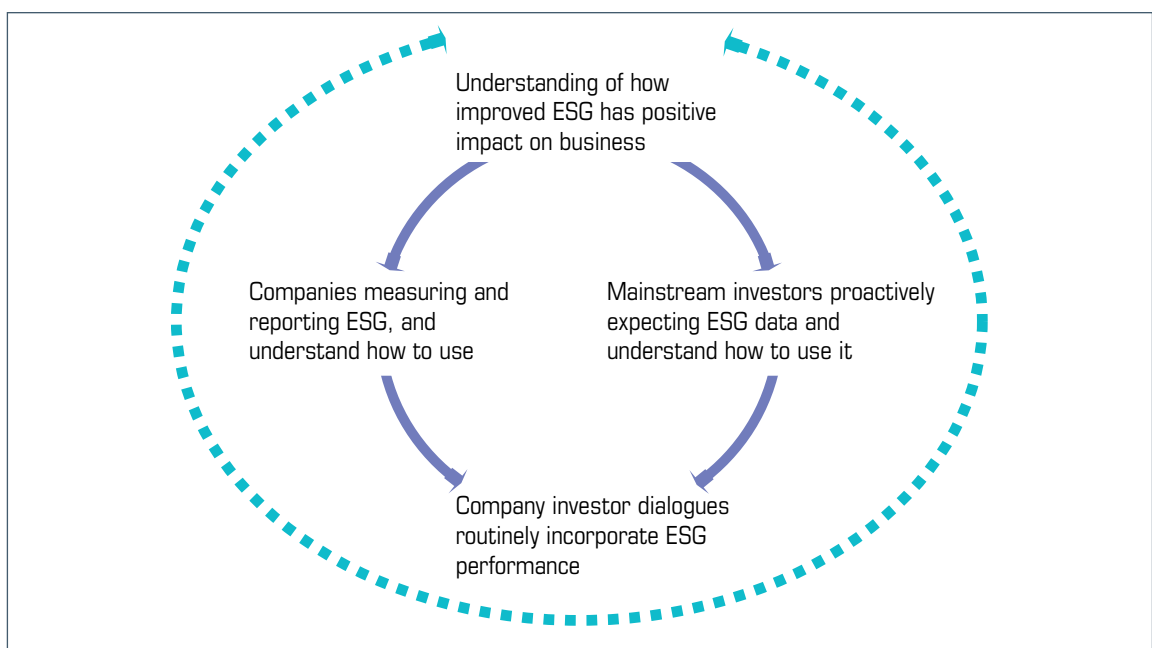
For the second year running, Altran Italia has kept accounts on the basis of classes of intangible assets (Human Capital, Customer Relations, Environment, Partnerships, Innovation and Corporate Governance) and not on the traditional basis of *reporting per Stakeholder* classes (Employees, Customers, Suppliers, Environment, Shareholders, Community and Institutions).

Altran Italia in fact adopted the new accounting model for non-financial information based on Sustainable intangibles, discussed in Brussels at the *CSR multi-Stakeholder Forum*, in February 2009, in one of the twenty laboratories, called *Corporate Responsibility and market valuation of financial and non-financial performance*, established as instruments of the alliance signed in the first half of 2006, by the European Commission and some leading companies in Corporate Responsibility.

The work presented in the laboratory, published in the document *Sustainable Value - EABIS Research Project* in September 2009 (www.investorvalue.org), aims to establish the value of the intangible assets associated with ESG (*Environmental, Social and Governance*) aspects. The laboratory in fact, is based on the assumption that there is a virtuous cycle in the exchange of information between companies and investors (see following figure). The theory is that a better understanding of how ESG *performance* has positive effects on *business*, will encourage:

- major investors to require more information on ESG *factors* from companies to use when choosing their investment;
- companies to measure ESG aspects to be able to identify them and inform investors and other *stakeholders* of reference on the same.

In actual fact, investors and companies are exchanging more and more information on ESG *performance*, bridging the existing *reporting gap* for the contribution of all aspects, tangible and intangible, that characterise the value of an organisation.



VIRTUOUS CIRCLE (source: *Sustainable Value - EABIS Research Project, 2009, Page 3*)

Recent studies have shown that a policy of Corporate Responsibility means an increase in the intangible patrimony of an organisation in terms of human capital, corporate resources and relational resources (GBS Sustainability Report Group, *Corporate accounting of intangibles*, June 2008). Supporting staff in their professional and personal needs, loyal sales networks in continuous evolution, guaranteeing solid and well-structured *corporate governance*, limiting the company's environmental impact conserving natural resources for future generations, investing in innovation technological for the capillary use of knowledge in the territory for the entire Community, searching for operational synergies with the public and private sector to create cultural and social initiatives, are all actions for the development of *intangible assets* that can be found in "Essere Altran (Being Altran)".

A direct link between CR and financial *performance* must still be proven in empirical terms for want of univocal criteria for measuring the magnitude of extra-book intangibles.

Proof of the connection between CR and the economic value of the company can nevertheless be found in the analysis of the added value produced and distributed to *stakeholders* (see *Corporate Governance* section). The company has been following the scientific debate on the question with interest, convinced that in the future, *Corporate Responsibility* must necessarily find outlets of objective measurableness.

The information used in the *Report* is selected on the basis of the principles in GRI (*Global Reporting Initiative*) guidelines - *Sustainability Reporting Guidelines (Version 3.0, 2000-2006)*.

**Criteria
for drawing up
the report**

Criteria for the definition of content:

- **Materiality**: focus on subjects and indicators that reflect the significant economic, environmental and social impacts of the company's activities, or which could significantly influence the assessments and decisions of *Stakeholders*.
- **Inclusivity**: in the Report, for the second year running, the company illustrates the value and current perspective of Sustainable Intangibles. Collation with our key *Stakeholders* means continuous improvement in the *reporting* process.
- **Context of sustainability**: information on *performance*, whenever possible, is contextualized to indicate how the company contributes to local and regional development.
- **Completeness**: the published data, unless otherwise specified, refers to 2009 and will be interpreted as aggregated data values with reference to the various branches.

Quality Reporting Criteria:

- **Equilibrium**: the Report indicates the negative and positive aspects of the *performance* for a logical assessment of the overall *performance*.
- **Comparability**: data on 2009 is compared with data from the previous year. If there were changes in 2009 on 2008 data gathering methods, data communicated as at 31 December 2008 was calculated using the new method, to guarantee comparability. Whenever possible, also the differences on years before 2008 is shown.
- **Accuracy**: quantitative type information, except for some reported estimates, is based on data gathered directly. When the analysis is based on rates and indexes, the methods of calculation are shown. Qualitative information is gathered on the basis of company policies, models and procedures.

- Suitability: *non-financial* information is supplied with other economic-financial information. This Report is enclosed with the Annual Report of the Financial statement.
- Honesty: this Report provides the necessary information for the bodies of reference to attribute the level of adhesion to the standards. Exposure is in any case simple, essential, enriched, whenever possible, by diagrams and tables to make the information more accessible and easier to understand.
- Reliability: the information obtained from data is supported by documented proof in the relevant electronic archives, with easy access for subjects who wish to and have to assess the reliability of the same.

This Report also allows for the recommendations of the national Doctrine of reference. The following documents were referred to:

- CNDCEC (National Council of Chartered Accountants and Accounting Experts), *on the modifications to the content* of the Annual Report:
 - a) "Annual Report, art. 2428 of the Civil Code", January 2009;
 - b) "Annual Report, art. 2428 of the Civil Code – information on the environment and personnel", March 2009.
- GBS (Sustainability Report Group), on the role of intangibles in Sustainability accounting:
 - a) "Social accounting of intangibles", June 2008.

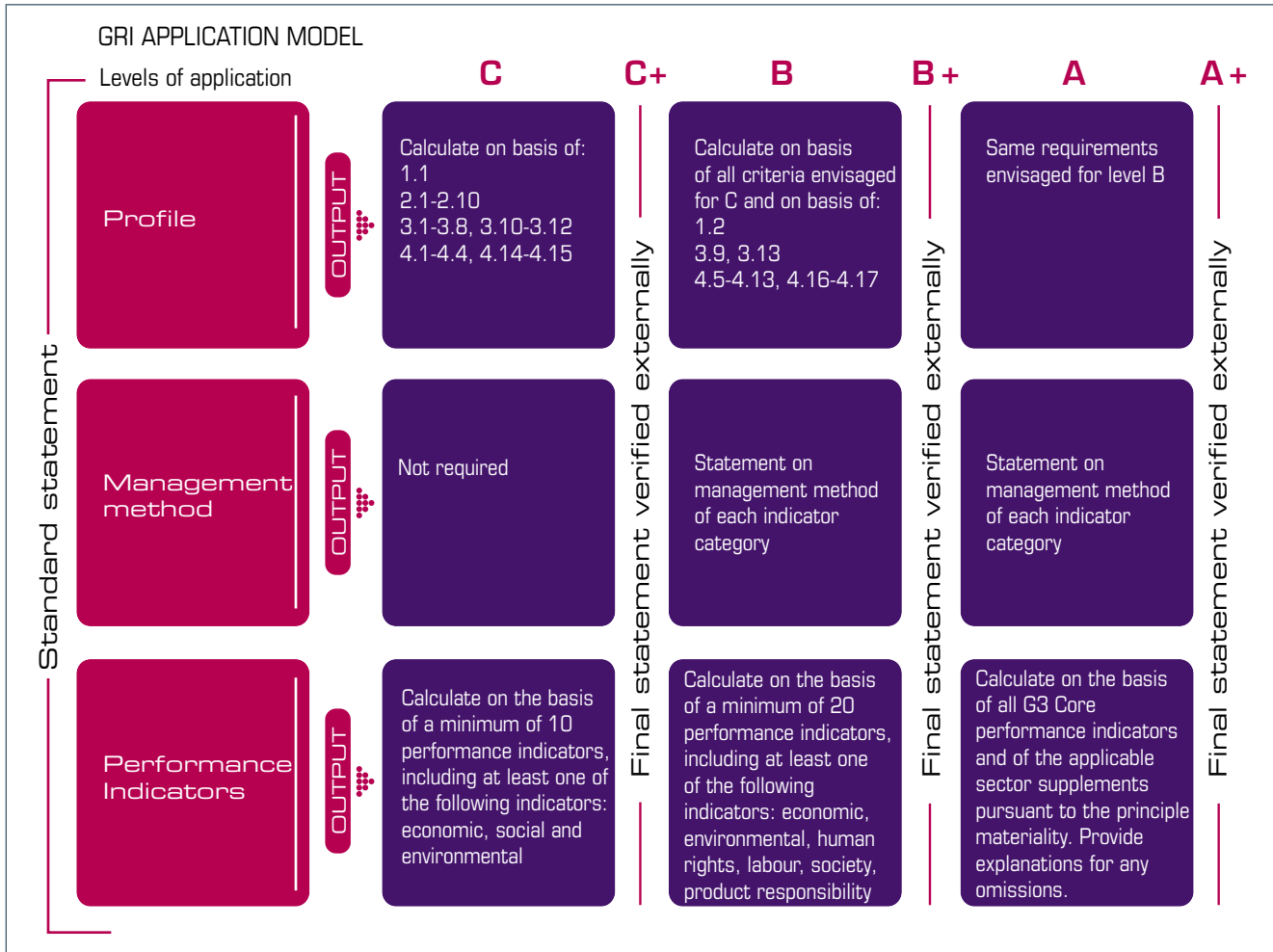
Non-financial guidelines and indicators

The KPI is the result of an analysis of the guidelines, as mentioned above, drawn up by the GRI (*Version 3.0, 2000-2006*) and recent guidelines drawn up by the EFFAS (*The European Federation of Financial Analysts Societies, October 2008*) and Global Compact principles. The indicators of reference in the accounting of Sustainable intangibles, in other words KPI (*Key Performance Indicators*) for 2009 are shown below.

Table n.3: Intangibles and KPI

SUSTAINABLE INTANGIBLES	KPI	GRI	EFFAS	GLOBAL COMPACT PRINCIPLES
HUMAN RESOURCES		LA 1, LA 2, LA 7, LA 9 LA 8, LA 12, LA 13, EC 5	ESG 24, ESG 4 ESG 18, ESG 6	HUMAN RIGHTS: I, II, POLICIES: III, IV, V, VI
CUSTOMER RELATIONS		PR 1, PR 5	ESG 24, ESG 11, ESG 30	
PARTNERSHIP		PR 6, EC4, SO 7, EC 6 SO 1, HR 1, HR 4, HR 6	ESG 23	ANTI CORRUPTION: X
ENVIRONMENT		EN 3, EN 4, EN 5, EN 7, EN 8, EN 28, EN 1 EN 20, EN 29	ESG 1, ESG 15	ENVIRONMENT: VII, VIII, IX
INNOVATION		EC 1, SO 1, EN 5, EN 18 PR 3, EC 8	ESG 27, ESG 16	
CORPORATE GOVERNANCE		EC 1, SO 2, SO 4		ANTI CORRUPTION: X

Reliability Report This Report has been certified by a third party to verify the conformity to GRI-G3 guidelines. In accordance with GRI Application Levels, as established by GRI G3 guidelines, requirements of level B+³ were observed, as shown below.



Sustainability team

The *Corporate Responsibility team* of MarCom Department is responsible for the *Sustainability Way* project. Manuele Menchinelli Sanza is *Chief Sustainability Officer* (CSO) of the team, supported by Diletta Di Stanio *in quality of Manager*.

This *Report* was drawn up under the supervision and with the help of the Honorary President⁴.

³ Level B+ is subject to confirmation by GRI.

⁴ The Report was drawn up with the professional assistance of Giovanni Castellani and Chiara Piconi.

To request information on the *Sustainability Report* and for any explanations/observations on the content, please send an e-mail to:
corporateresponsibility@altran.it

Contact

The data was gathered with the collaboration of the *data owner* (mostly division heads or managers) identified in the planning phase of the Report, by sending the relevant guides. We also involved the employees (*Consultants*) in gathering data on intangible "Innovation" to establish which projects, in terms of aims, receivers and results, can be called "sustainable projects". This decision reflects the wish to valorise the role of employees-consultants as the real "protagonists" of interventions for the Community and Future Generations. The *Navision Web Portal*, was used by Managers for most of the data gathering to optimise the process.

Data gathering

This system will be developed to create a platform where important non-financial information, useful also for drawing up the Financial statement, can be gathered.

The information gathered was reprocessed and reworked for intangibles accounting.

The model used for calculating the value added produced and distributed to the *Stakeholders* is the one recommended by GRI (*Vers. 3.0- Indicator Protocols- EC1*), with suitable adaptations.

Value Added

Results Obtained:

The following table shows the results reached in 2009 for commitments made as at 31 December 2008. The analysis shows how the company managed to make most of its intentions for 2009 a concrete reality. Altran Italia is obliged to take action in the following year to meet any commitments for 2009 which were partially fulfilled, and to increase its efforts in implemented projects.

Table n.4: Intangibles and KPI
















THEMATIC AREA	COMMITMENTS FOR 2009	ACTIONS IN 2009	TARGET STATUS	PAGE
METHODOLOGICAL NOTE	Adhesion to Global Compact	On 17th June 2009 Altran Italia adhered to Global Compact		Page 13
METHODOLOGICAL NOTE	To automate <i>non-financial</i> data gathering	Project for a platform to gather <i>non-financial</i> information		Page 19
HUMAN CAPITAL	Complete mapping of know how through the Knowledge Management (KM) system	Mapping performed for 99.16% of Consultants		Page 33
HUMAN CAPITAL	Training for employees on legislative decree 231/01	Training for the Management on Legislative Decree 231/01 by the Operational Audit Committee on the indications of the Supervisory body		Page 57
HUMAN CAPITAL	Studies on employee morale	Preparatory activities for the Employees Feedback Program (EFP)		Page 34
HUMAN CAPITAL	Publication of the "Technology Review/Altran Magazine"	The first issue was published in April 2009		Page 34
HUMAN CAPITAL	Training of a resource for research/selection of differently-abled persons	A resource was appointed to do research into the selection of differently-abled persons		Page 28
HUMAN CAPITAL	Altran Italia five-a-side football tournament	2009 edition of the Altran Italia five-a-side football tournament was held		Page 31
CUSTOMER RELATIONS	Customer Relationship Management (CRM) project	The preliminary phase of the CRM project started in June 2009		Page 38
PARTNERSHIPS	Activation of <i>co-partnerships</i>	In 2009 the co-partnership with the Banca Nazionale del Lavoro bank pursuant to communications activities became a concrete reality		Page 43
PARTNERSHIPS	Projects with ABI Energia consortium on banks	In 2009 the Energia&Ambiente Expertise Centre gathered and analysed data on the energy consumption of major bank branches		Page 41

Table n.4: Intangibles and KPI

THEMATIC AREA	COMMITMENTS FOR 2009	ACTIONS IN 2009	TARGET STATUS	PAGE
ENVIRONMENT	Gradual replacement of company cars with Euro2 and Euro 3 engines	Some of the company Euro2 and Euro3 cars were sold off		Page 48
ENVIRONMENT	Separate waste collection in all branches	Separate waste collection in Milan, Turin, Bologna and Rome branches.		Page 47
CORPORATE GOVERNANCE	Quality certification renewal and update in 2010	Renewal of ISO 9001:2000 certification, from 2010, update of the model in accordance with ISO 9001:2008		Pages 36 - 59
CORPORATE GOVERNANCE	Adoption of Legislative Decree 231/01 Model and establishment of the relevant Supervisory body	With Board of Directors resolution on 30th April 2009 the organisational model was adopted and the Supervisory body was appointed in accordance with Legislative Decree 231/01		Page 57

Target status:



Reached;



Partially reached;



Not reached

SUSTAINABLE INTANGIBLES

Human Capital

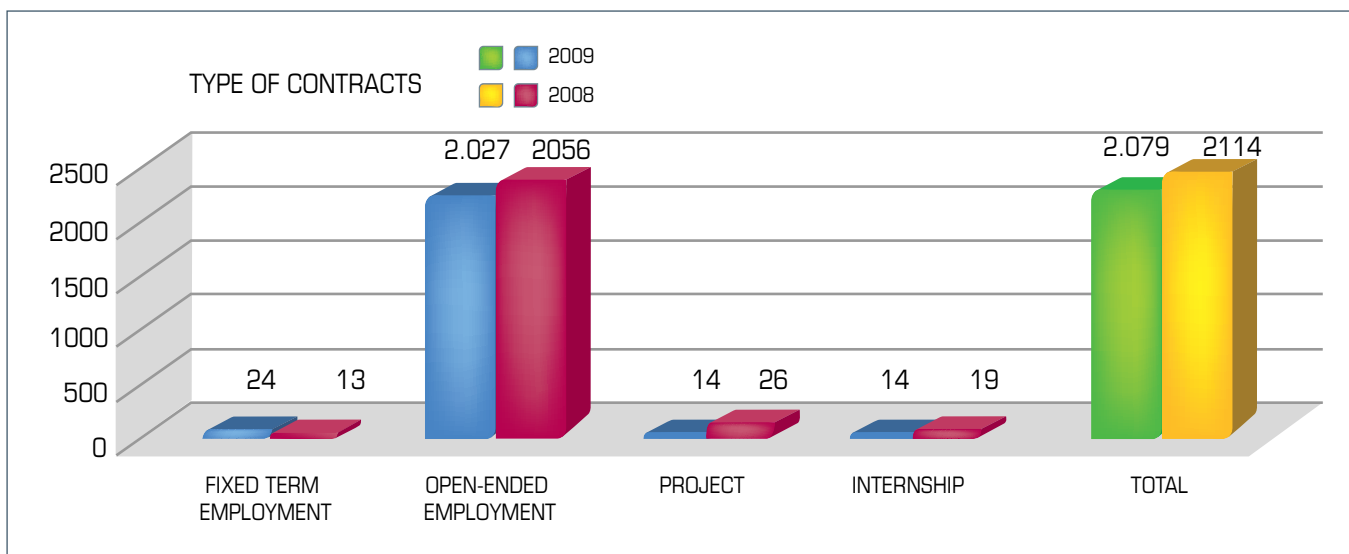
Management approach

Human Capital play a central role in the development of Altran Italia. The company develops the capacities and competence of the people working in the company on the basis of common company principles such as integrity and equity, honesty and transparency, responsibility and coherence in behaviour and in commitments made. Altran Italia protects the health and safety of people in the workplace and respects all workers' rights.

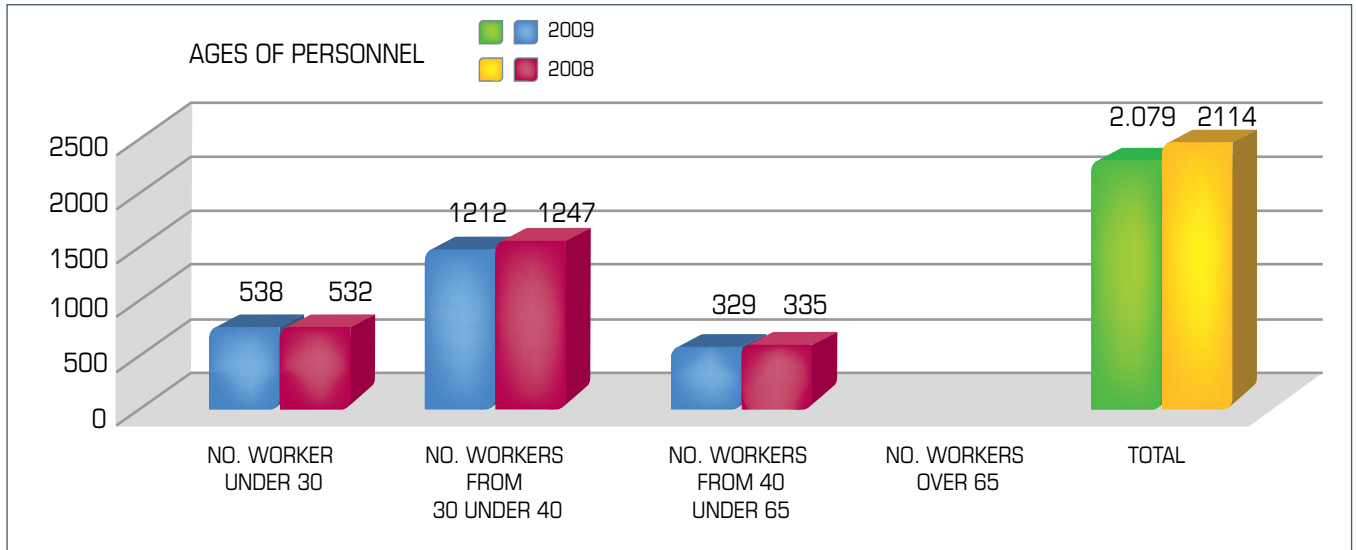
As at 31st December 2009, the Company employs 2,079 people. 97.50% of our personnel are employed with open-ended employment contracts. In relation to 2008, the number of differently-abled personnel in the company increased by 31%. 30% of our staff is Female. In 2009, 633 "on request" classroom courses were offered to employees. 90% of the employees who requested a training course, attended. From 2006 to 2009 there has been an average of 16 accidents per year. In 2009 a Prevention and Protection Service Manager was appointed, who answers to the Security and Safety Committee. In 2009 Company employees took 373 free medical examinations.

Composition and maturity

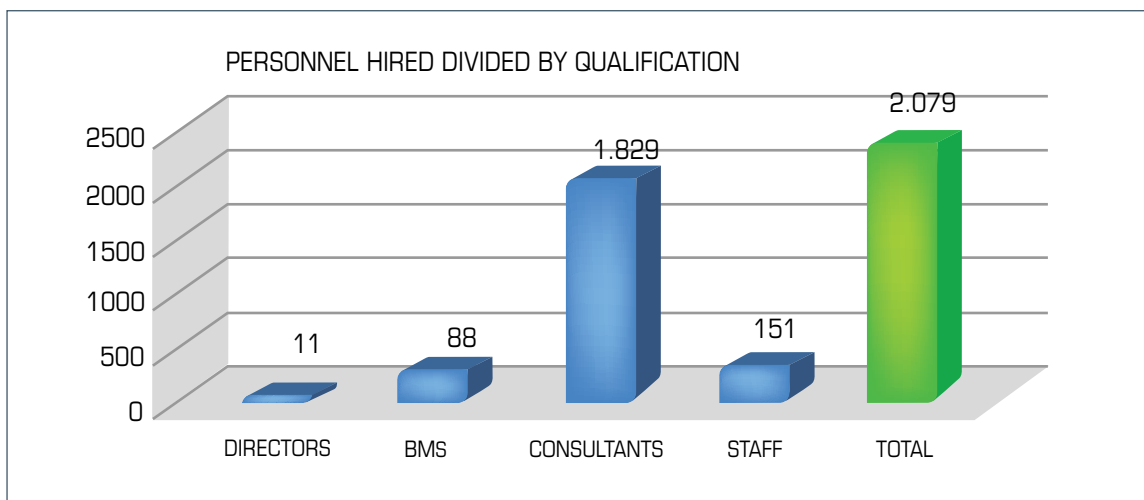
Altran Italia employs 2,079 people. This figure, which includes also employees with contracts for a single project and unpaid trainees, dropped slightly (- 1.66%) in relation to 2008. A high percentage of employees (97.50%) are on fixed-term employment. In relation to last year, this percentage increased in 2009 by roughly 0.50%. Said variation is not the result of the transformation of non-fixed term contracts (work experience and contracts for single projects).



Most workers, as in 2008, are between 30 and 40 years old (58% of the staff). Altran Italia is absolutely against child labour. In any case, the type of activities performed by Altran Italia are not at risk as far as child labour is concerned.

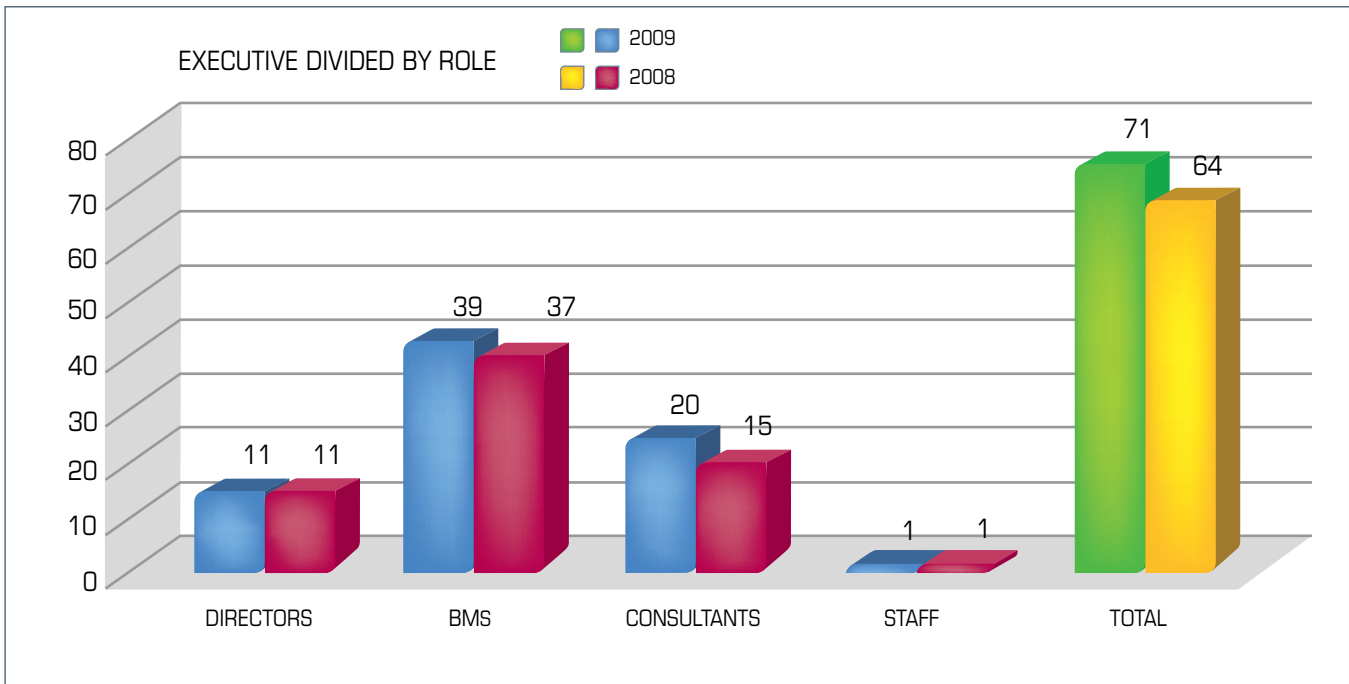


In Altran Italia, human capital are the chief resources in the provision of services, and therefore most of the professionals in Altran Italia are *Consultants* (88% of the total). The categories of employees involved in the reduction of the staff in 2009 are *Consultants* (-2%) and *Business Managers* (BM) (-15%). The reduction in these categories was mitigated by an increase in workers employed in *staff* activities (+18%).



The number of Directors, in relation to 2008, remained stable with 11 directors, equal to 1% of the total employees in 2009.

Altran Italia Executives amount to roughly 3.40% of the total staff, with an increase on 2008 of roughly 0.40%.



30% of Altran Italia personnel are female. Male personnel increased by 1% in relation to 2008.

Positions of responsibility are mainly held by men (84%) and this value increased in relation to 2008 (+ 6%).

27% of *Consultants* are female. This figure dropped by 0.60% in relation to 2008.

Turnover

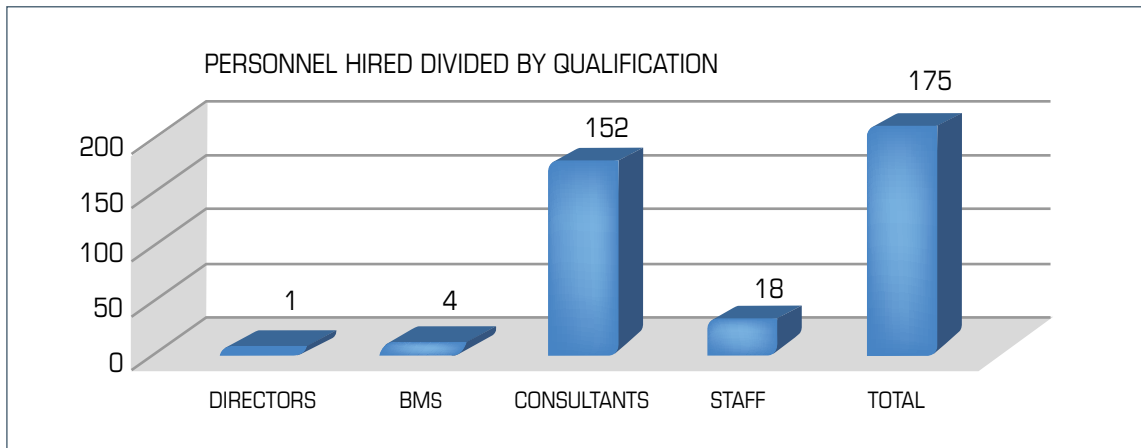
Current personnel policy envisages the implementation of actions targeted and associated with *retention* for the progressive reduction of the *Consultant turnover* rate.

The actions implemented in this sense concern:

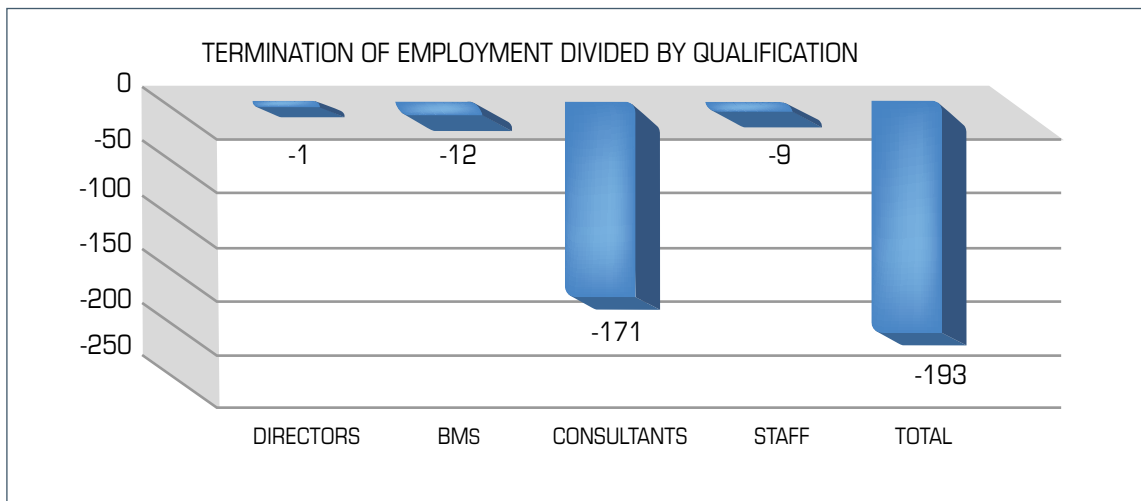
- The definition of new HR processes relevant to career plans (for more in-depth information, see the paragraph "Career plans").
- *Induction* for new personnel (see the paragraph "Training").

In 2009, 155³ workers were hired on open-ended employment contracts, with qualifications as indicated below.

³ This figure does not include people hired for job changes.



The employment of 173⁴ workers on open-ended employment contracts was terminated in 2009, specific details on qualifications below.



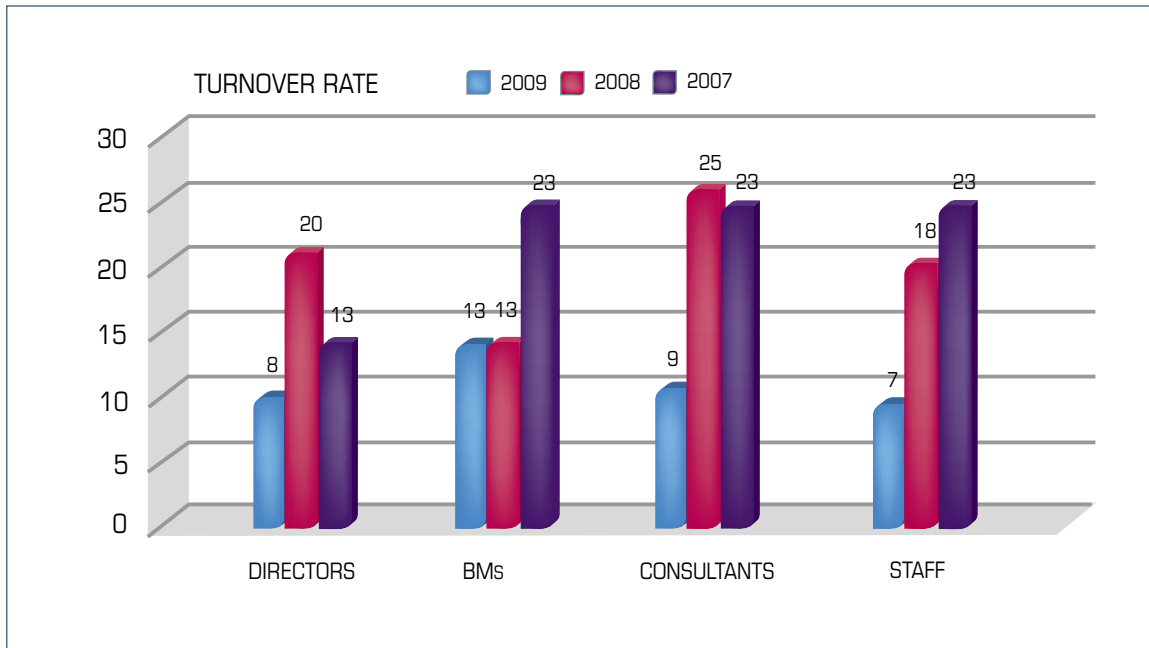
The *turnover* rate shows the variations in staff as a percentage, calculated using the following formula.

*Turnover rate = Tot. employees whose employment was terminated during the year / Tot. employees at beginning of year * 100*

The number of workers used as reference in the calculation refers to both employees with open-ended employment contracts and fixed-term employment contracts.

From 2007 to 2009 there has been a drop in the turnover rate in all personnel qualification classes. In 2009, there were higher values of the rate for BMs.

⁶ This figure does not include people whose employment was terminated for job changes.



Career plans

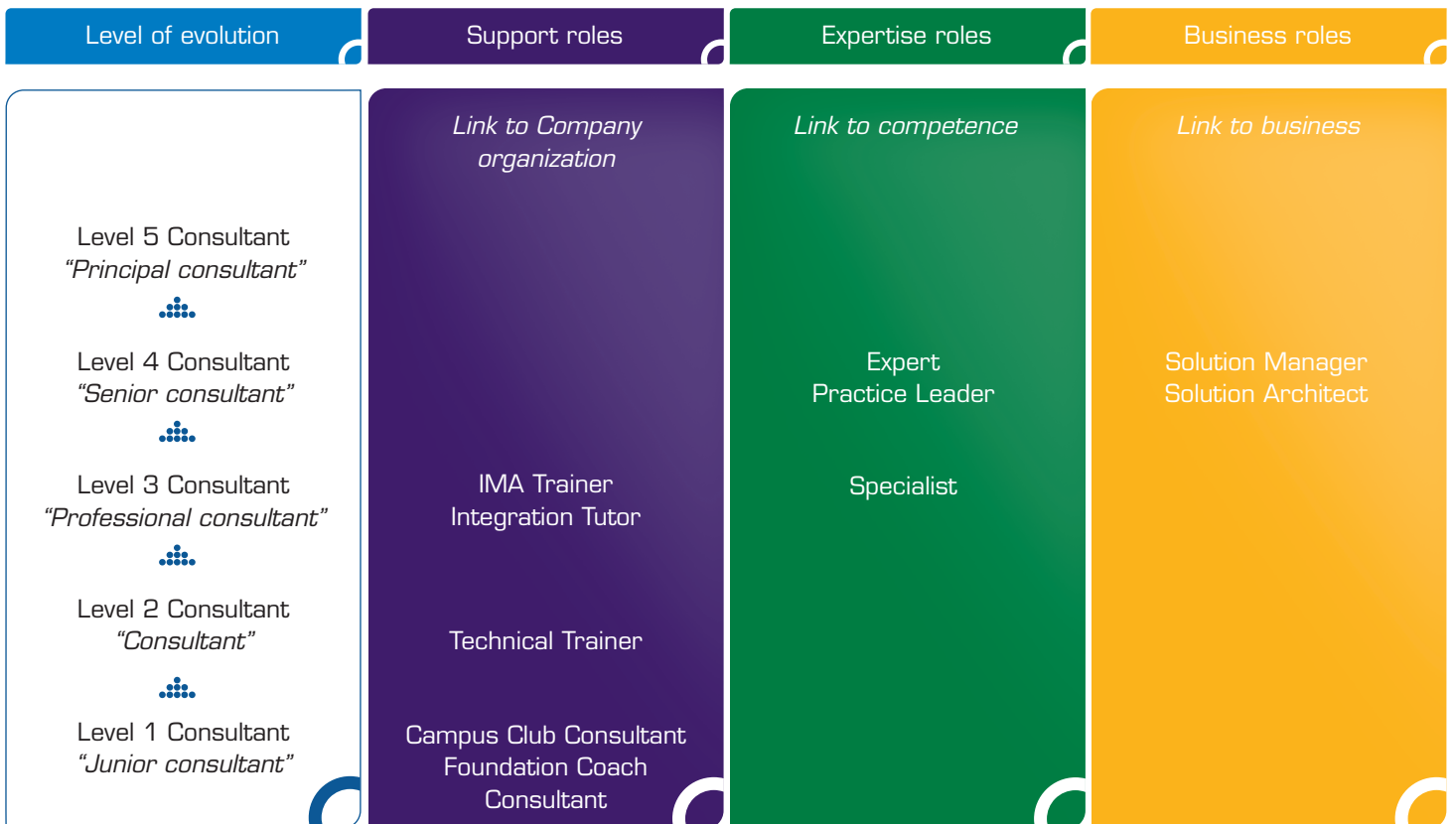
The company envisages clear and stimulating career plans, to offer personnel concrete possibilities for professional development on the basis of personal aptitude and competence. In July 2009, Altran Italia introduced new processes to support professional development and career evolution for its *Consultants*. These activities are outlined in the strategic plan *Action 4* with four fundamental directives: Growth, Profit, Differentiation of the Customer and Distinction of the Employee.

HR management implemented the following processes:

- "*Performance Management*". A constant process for the assessment of performance and development of the capacities of Altran Italia *Consultants*. The process instruments include the "*Performance Review*" and "*Development plan*";
- "*Career plans*". Professional development for all *Consultants* to meet Organisation and Market requirements;
- "*Promotion Process*". Defines and regulates growth in the company for *Consultants'* career plans.

The "performance management" process envisages annual meetings between the *Consultant* and supervisor to assess performance in the past year, assign goals for the following year (*Performance Review*) and draw up an action plan for the development of professional competence (*Development plan*). The criterion of assessment considers the capacity for communication, positioning with the customer, involvement in Altran Italia and technical experience. To promote shared knowledge between the *Consultant* and supervisor and opportunities for professional development offered by the company, MarCom in collaboration with the HR has realised and distributed specific booklets on these themes to all BMs. A descriptive file has been created for each professional *Consultant* family, in order of *seniority*, establishing the:

- *Mission* (intent the *Consultant* proposes to reach in their role)
- *Key soft skill* (fundamental capacities the *Consultant* must have to do, and be eligible for, their job)
- Contexts (ambits in which the *Consultants* do their work)
- Expected results (indicators of performance and objective)
- Integrative role (the overall activities which can be performed by a certain professional. Integrative *Business*, *Expertise* and *Support* roles are envisaged to valorise respectively, *business*, technological competence, or company organisation. The integrative roles are associated with the market and *business* and can therefore vary in number and/or content).



Wages policy

Altran Italia's wages policy is based on a flexible system with various instruments (fixed wage, bonuses for quali-quantitative goals, *benefits*) divided into segments for specific population levels. Altran Italia adopts a *rewarding* system focused on the segmentation of resources: to increase professional motivation, improve *performance*, create value sustainable in time, and loyal resources.

The annual incentive system (MBO) clearly defines economic-financial goals both for the Division and individuals, with remuneration varying on the basis of assessment and goals reached. The professionals in this wage plan are: the Director, Vice Director, *Business Managers and Principal Consultants*. These employees have an incentives plan with goals to be reached in 12 months.

Trade union relations

There is reciprocal collaboration in the development and valorisation of human capital between trade unions and Altran Italia. A system of relations has been established which, in respect of the autonomy and responsibility of each party, makes it possible to define common methods for effectively and quickly examining mutual proposals and solutions.

Every six months in fact, meetings are held between company representatives and 25 trade union members from the following trade unions: UILTUCS, FILCAMS, FISASCAT for commerce, FIM and FIOM for the metalworking sector, from the relevant branches (Turin, Milan, Rome, Pisa, Naples).

The percentage of employee adhesion to trade unions dropped in relation to 2008 by 0.4% to 9.3% of employees with open-ended employment contracts and fixed-term employment contracts in 2009.

Trade unions news and communications and the names of trade union representatives can be found on the bulletin boards in the Altran Italia branches, and on the company Intranet electronic bulletin board.

Diversity

Personnel policy, right from the initial recruiting phase, aims to valorise the people hired on the basis of their actual capacity, without any limits concerning gender, orientation, sex, age, religion, race or different ability.

For the integration of minorities and diversity in a context which is all the more complex, Altran Italia is hiring differently-abled personnel.

Thanks to the agreements with some provincial Employment Centres (Turin, Milan, Rome, Pisa, Genoa, Bologna and Trieste), in 2006-2009 there was a positive trend in the employment of new differently-abled personnel and people from protected categories in the main branches. In particular, in relation to 2008, the number of differently-abled personnel and people from protected categories increased by 31%. The specific figures for the main branches are shown in the following diagrams.

A resource was trained in the research and selection of differently-abled personnel in 2009.



Altran Italia is a partner of the Career Forum Diversitalavoro promoted by the Sodalitas Foundation, Synesis Career Service, UNAR and the Adecco Foundation for Equal Opportunities, held in Milan on 2nd April 2009. The initiative aims to make it easier for the disabled and persons from abroad to find and start work, involving companies and institutions and promoting sensibility to values such as diversity and social inclusion.

Altran Italia is one of the 51 Italian companies that adhered to the Charter on Equal Opportunities and Equality at Work promoted by the Sodalitas Foundation, AIDAF (Italian Association of Family Businesses), AIDD (Association of Businesswomen and Company Managers), Impronta Etica, UCID (Christian Union of Businessmen and Managers), the National Office of Equal Opportunities with the Ministry of Labour, Health and Social Security and the Ministry of Equal Opportunities. The Charter is a declaration of intent signed voluntarily by companies of all sizes, to promote corporate culture and policy for inclusive human capital, free of discrimination and prejudice, to valorise talents in their own particular diversity (see Annexe B). To adhere to the Charter the company must fill in a questionnaire on the actions taken to establish the state of the Charter's implementation in Italy. The first Company questionnaire is envisaged in 2010.

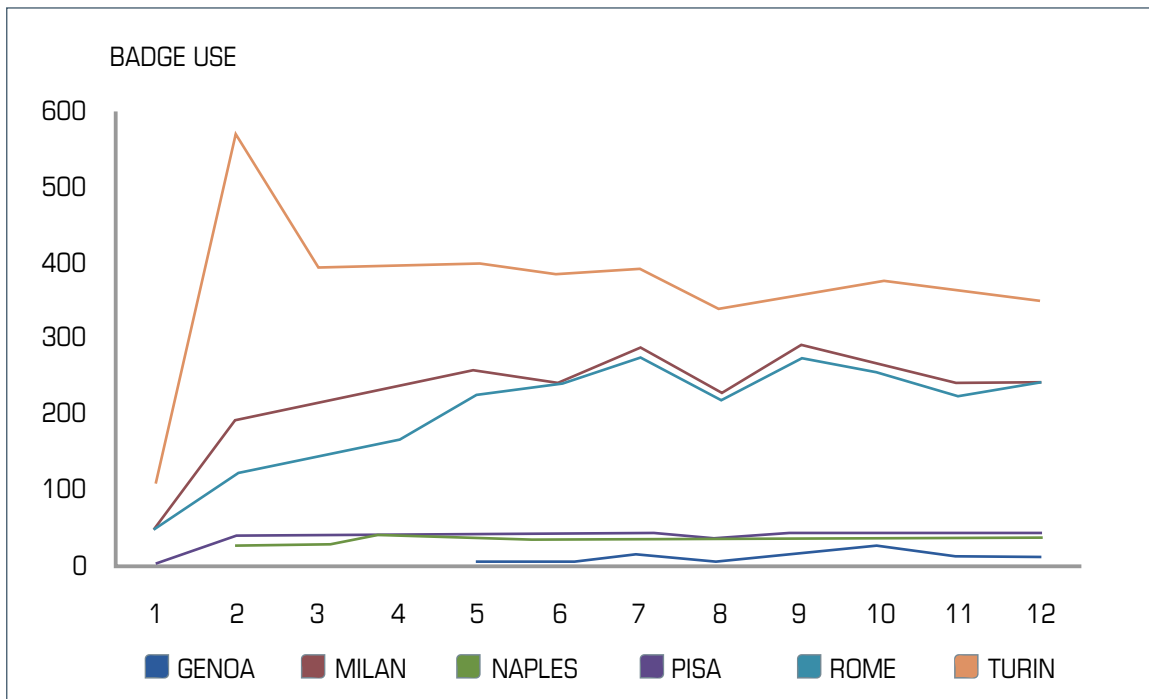
Altran Italia's activities are not prone to risks for workers. Nevertheless, the company puts particular emphasis on the culture of health and safety in the workplace also in compliance with applicable regulations.

The "Safety management model", drawn up in April 2008 by the Quality, Safety and Privacy Manager, the rules of which must be observed by all employees, was regularly updated in 2009. Employees have also been trained for specific roles in prevention and protection.

**Health
and Safety**

Since January 2009 all employees are required to use a *badge* every time they enter or exit an Altran Italia branch.

Nevertheless, the badge is still not used systematically; the number of employees who use this instrument divided by branch and month is shown below.



From 2007 to 2009 there has been an average of 16 accidents per year. Last year, accidents in branches increased from 1 event in 2008 to 13 in 2009 caused by people slipping on stairs, knocking against furniture and injuring themselves while moving objects.

The *Corporate and Responsibility team* of MarCom Department, in collaboration with the Security and Safety Committee, produced a *brochure* with some simple recommendations on hygiene and essential behaviour to avoid the risk of catching N1H1 flu. This brochure was distributed with the October 2009 pay packet to all employees.

The company's focus on personal values also translates into offering employees a series of benefits and services.

In 2009, the company offered 373 free medical examinations. Since 2007, over 55% of our collaborators have taken a total of 1142 medical examinations.

The Altran Italia Sports Club, established on the initiative and impulse of MarCom, promotes fun events for employees to enjoy in the name of equal opportunity.

In 2009 Altran Italia played in four cities (Rome, Milan, Turin and Bologna) in the five-a-side football tournament. Over 200 employees (9.6% of the staff) participated in the initiative in 24 teams (8 from Rome, 8 from Milan, 5 from Turin, and 3 from Bologna).

MarCom organized the event, with important contributions from HR management, *Purchasing* and Legal Affairs.

The company's intention with this initiative was to:

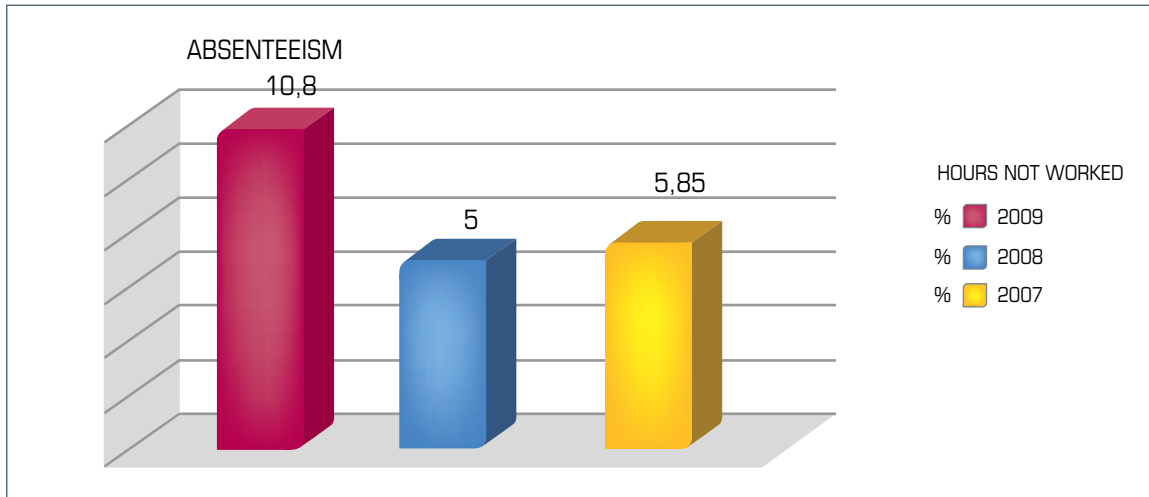
- promote awareness and encourage the participation of women in the teams;
- guarantee the optimal staging of the event (taking out Insurance, renting the playing fields, registration of participants, prizes for the first three teams and top goal scorers of each city);
- support employees during the initiative (with a specific section for personnel on *Direct V2* with news, a forum and results).

For Christmas, MarCom organised the *Christmas Family Day*, a festive moment for employees and their families inspired by the values to which Altran Italia aspires: respect of the person and respect of the environment. Over 1,700 people participated, of which around 390 children, in the following branches: Rome, Milan, Turin, Bologna, Genoa, Pisa and Naples. Altran Italia offered the children of its employees eco-compatible and eco-sustainable presents (with the prestigious FSC - *Forest Stewardship Council*, *Heavy Metal Absence*, *Eco-label*, *Freelife Vellum* certification), some of which from the fair-trade market, distributed in collaboration with the Soloterre Non-profit Association for children in the Kiev Hospital. During the evening, "panettone" (typical Italian Christmas cake) was offered by CTM Altromer-cato. The cake was made with fair-trade ingredients and packed in silk paper made in Bangladesh by MCC crafts workers. Furthermore, there was the presentation of the book "SOS Nature" by Gabriele Salari, which aims to promote awareness in the younger generations on problems associated with the protection of the environment and the importance of peace and cooperation between nations. The whole company helped organise the event, with important contributions from the Branch Secretariats, the Help Desk, Purchasing, Administration & Control, the Safety and Privacy Committee and Legal Affairs. The event was coordinated by the *Corporate Responsibility* team of MarCom Department.

Altran Italia made a specific section of the corporate web portal available to its employees with information on many agreements with suppliers (bookshops, wellbeing and sports centres, hotels and apartment hotels, banking services, car dealers, opticians and others) with services available directly for employees. Each employee can enter into new agreements of their own accord.

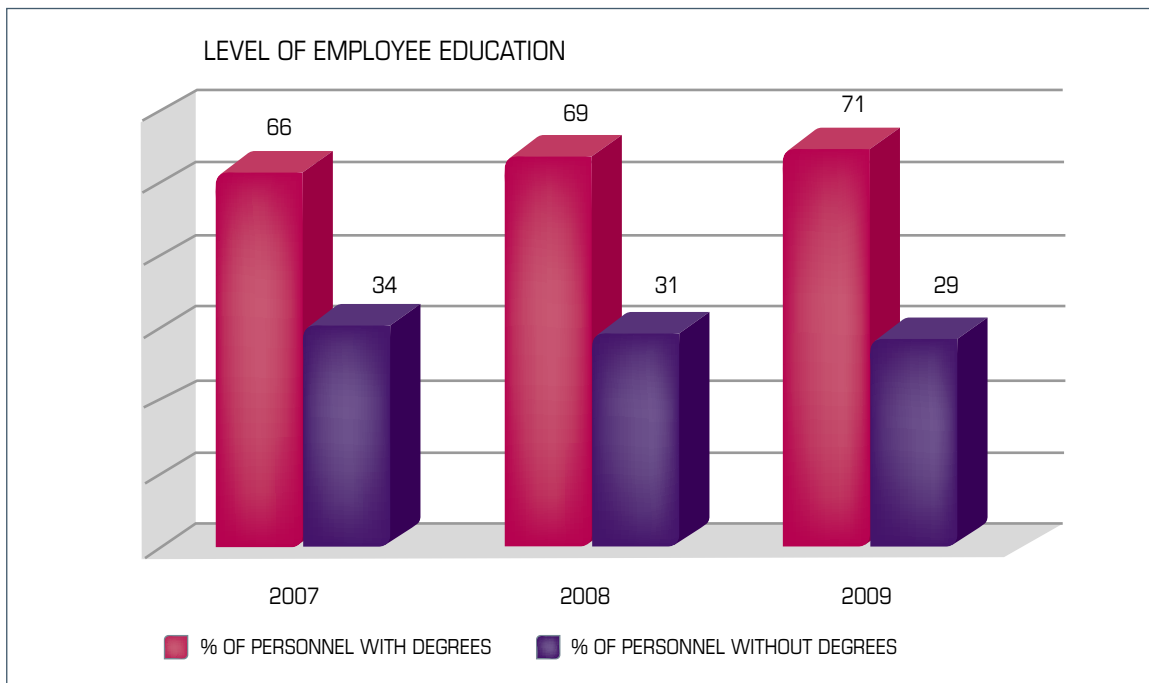
Absenteeism

The absenteeism of employees, calculated on the basis of the number of hours not worked in relation to total working hours envisaged by the National Collective Agreement, was equal to roughly 11%, with an increase in relation to 2008 of roughly 5%.



Training

Altran Italia has a highly qualified staff. From 2007 to 2009, the number of personnel with a university degree increased by roughly 5%.



Altran Italia training aims to create training plans to increment the competence of single resources and the organisation, through a process of *knowledge analysis*, assessment and exchange in all corporate areas.

Altran Italia provides the following for its employees:

- a vast in-house training catalogue;

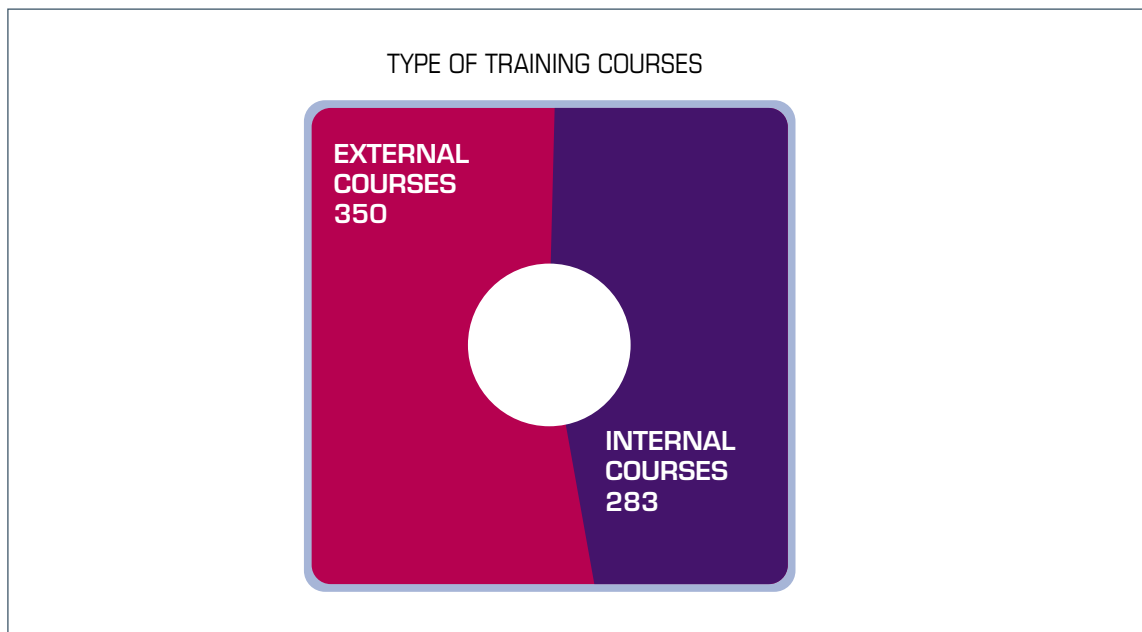
- an e-learning platform;
- a library with printed electronic manuals;
- the *Engineering Advisory School* (EAS) with a specific catalogue for company customers, accessible for *Consultants*;
- a list of suppliers for courses that aren't available in-house.

Altran Italia offers training with obligatory courses and courses available on request.

There are three types of obligatory courses::

- *Induction* for new personnel;
- *IMA training* for BMs;
- *Course on the selection interview* for *Senior Consultants* and *Principal Consultants*.

633 in-house and external courses were held in 2009. 90% of the 1.368 employees who applied for a training course, attended.



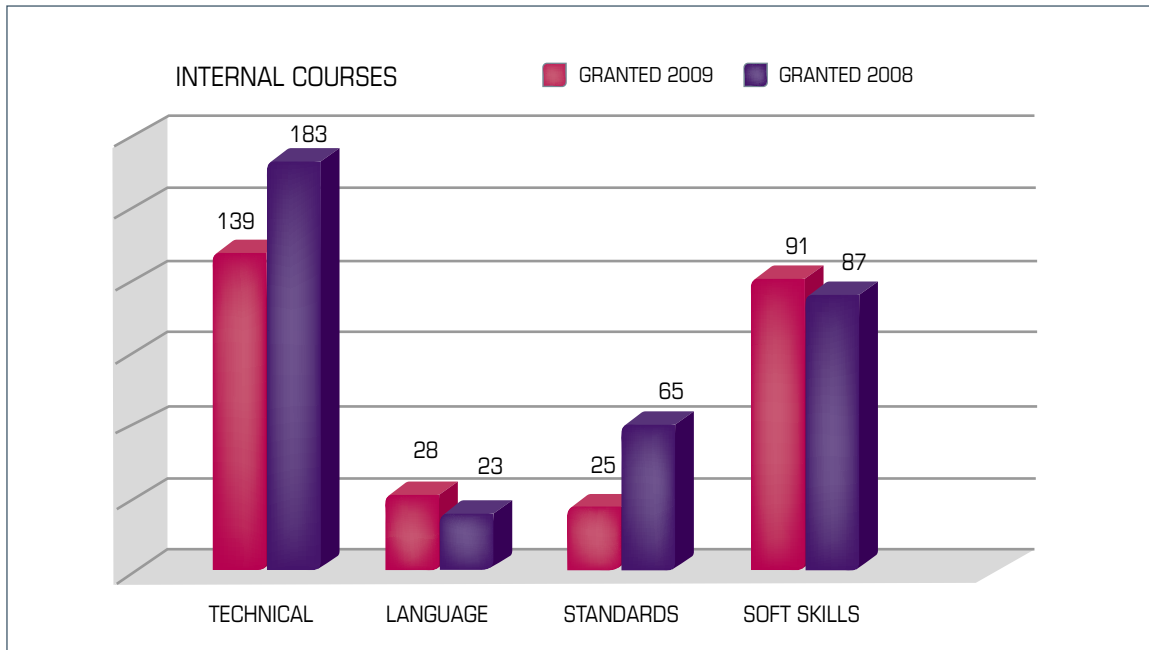
The in-house training offer, planned and coordinated by the HR Management training *team*, includes four types of course: technical and methodological training by discipline and sector, language training, relational training and *soft skills* training.

Altran Italia has finished mapping the corporate *know how* with our *Knowledge Management* (KM) system. Mapping performed for 99.16% of *Consultants*

To continuously improve the quality of the training offer, the participants fill in an “assessment form” at the end of each in-house and external training course. The results of the assessment are used to identify the employee-trainer, external suppliers and the type of course to hold next year. Course participants can express their level of appreciation to provide guidelines for future training offers.

In-house courses dropped by roughly 21% compared to last year. There were 94 trainer employees, roughly 4.5% of the personnel.

Involvement



A part of training costs is covered by funds from specific bodies (Fondimpresa, Fondodirigenti and in accordance with Labour Act 236/93, with system concessions). Company expenses were equal to approximately 0.24% of total costs in 2009.

Altran Italia helps its *Consultants* obtain technical and/or methodological certificates issued by third parties, (see "Customer Relations" section) providing preparatory training to pass exams and bearing the relevant costs.

There were some preparatory activities for the launch of the *Employees Feedback Program* (EFP) to measure employee satisfaction, with reference to four ambits: projects/activities, relations with your supervisor, the Altran image, professional experiences.

Communication

During the year, in-house communication was developed for a greater involvement of human capital, favouring participation in corporate initiatives.

The main channels of communication are:

- e-mail, periodicals and statements on events, workshops, initiatives, results reached, actions and new work instruments;
- Altran Italia web site in Italian (www.altran.it). News on offers from the Market Divisions, on the *Expertise Center* and *Corporate Responsibility*, as well as other information;
- *Altran Italia Technology Review*, a quarterly magazine on company communication. The publication consists of an editorial and technical articles by Altran employees, sometimes assisted by the personnel of customer companies;
- *Direct V2*, the Altran Group *Intranet* network for easy inter-company communication, sharing best *practices* at an international and local level, and distributing information in the fastest possible way. *Direct V2* was recently nominated one of the best intranet networks in the world by the Nielsen Norman Group (www.nngroup.com). The *Direct V2* corporate

intranet network is used by over 86% of the Altran Group employees, in Italy this percentage is as high as 88%. On average 36% of Italian employees use the corporate network every month;

- Essere Altran (Being Altran), is the monthly *newsletter* published with the active participation of Altran Italia employees. The newsletter has columns on various aspects of company life. "Direct line to ..." the voice of Marcel Patrignani, *Chairman & Executive Director* of Altran Italia; the "Editorial", by *Marketing & Communication Director* Manuele Menchinelli Sanza, brings us up-to-date on the latest company projects; "A view of HR" offers an overview on the world of training and human capital; "Ask the Lawyer" provides information on legal questions and corporate procedures; "The division" is a space for new projects and the latest ambitions of our Market Divisions; "Labs" includes articles with a high level of innovation, "Altran for Altran" and "Innovation world" with the technological projects of our *Consultants* or used by Altran Italia; "What the Customer says goes" gives our customers a chance to express their opinions with in-depth interviews; "Creative University" is a bulletin with the activities of the Campus Club; "A look at the Altran Italia branches" sums up principal logistical news; "Altran World" contains a selection of the most interesting articles published on the international pages of Direct, translated into Italian; "Altran calling" and "People of value" puts the focus on Altran Italia personnel and their ideas;
- Altitude, the six-monthly Altran Group magazine on science, technological innovation and the projects of Altran professionals. Each issue contains an in-depth dossier on current themes in the scientific or industrial world. Altitude is published in English, French and Spanish. In Italy it is translated into Italian, and distributed in Italian and English;
- Altran Italia Magazine, the quarterly magazine on science and technological innovation with a journalistic and popular approach. The opinions of customers, experts and personalities from the academic world in in-depth interviews. For Altran employees, customers, candidates and *Stakeholders*. The first issue was published in April 2009;
- MarCom Action, In-house quarterly report on MarCom projects making communication instruments available to all employees;
- Social Technologies (*Slideshare, Facebook, LinkedIn, YouTube, Wikipedia, Delicious.com* and *Twitter*) to publish Altran Italia presentations, offers, *pod casting* and videos on the *web*. The main aim is to promote knowledge on the themes of technological innovation and develop *employer-branding* activities.

Marcom has also produced a brand *page flipper on line* software, which can be used to browse, download and save as pdf, print and send Altran publications (*E-Altitude, E-technology Review, Altran Magazine*) via e-mail. This activity means reducing the use of paper, making publications accessible for employees operating on the customer's premises, and immediate access to an archive for tracing and consulting popular articles.

Customer Relations

Management approach

Altran Italia's customers include companies of primary importance in the Energy, Transportation, Aerospace, Telecommunications, Media, Banking, Insurance and Public Administration sectors. Altran Italia guarantees its customers an *end-to-end* offer, from the idea or concept, to the product or service, right up to the implementation and marketing, with vertical specialization in various Market Divisions. Since 2008 the company has adopted the ISO 9001:2000 certified "Quality management model". Altran Italia customers can be sure of receiving certified consulting in various professional sectors: as at 31st December 2009 the company has 294 certifications. A customer satisfaction and feedback system is used to meet the customers' requirements in the best possible way with a *Customer Relationship Management* (CRM) project.

Composition

As at 31st December 2009, Altran Italia has 325 customers. On 31st December 2008 we had 341⁵ customers. In 2009, as in 2008, roughly 10% of the Sodalitas Foundation partners were also Altran Italia customers, resulting in fully shared corporate principles and values. Furthermore, approximately 3% of customers adhered to GC in 2009 and 2% in 2008.

Altran Italia received no complaints from its customers in 2009, as in 2008.

Offer

There are two types of Altran Italia offer: Turnkey and "Time & Material".

In the second half of 2009, Altran Italia implemented a project to define a *set* of technical and document *standards* to become the sole acknowledged and authorised corporate reference from a technical-planning point of view. This project has been drawn up to guarantee a high and constant level of services offered, considering the increase development of turnkey projects for our customers.

All the Operating Divisions (FIS, TEM, ASD, AIT, EILIS, GOV) participate in the project, with the LABS Division doing the coordinating. The methodological approach used helped us establish five types of technical-document *standards*, each of which is followed by a specific work group of expert *Consultants*. The project is piloted by a *steering committee* consisting of the *leaders* of each work group and representatives of the *staff* functions concerned, such as quality system and MarCom Management. In 2010 the phase concerning the preparation of documentation should draw to a close, first and foremost providing a pilot group of *Consultants*, and then all operational personnel with the resulting standards.

Offer quality

Since 2008, Altran Italia has adopted the "Quality management model" drawn up by Quality, Safety and Privacy and in 2009 passed the ISO 9001:2000 certification verification of the DNV certifying board.

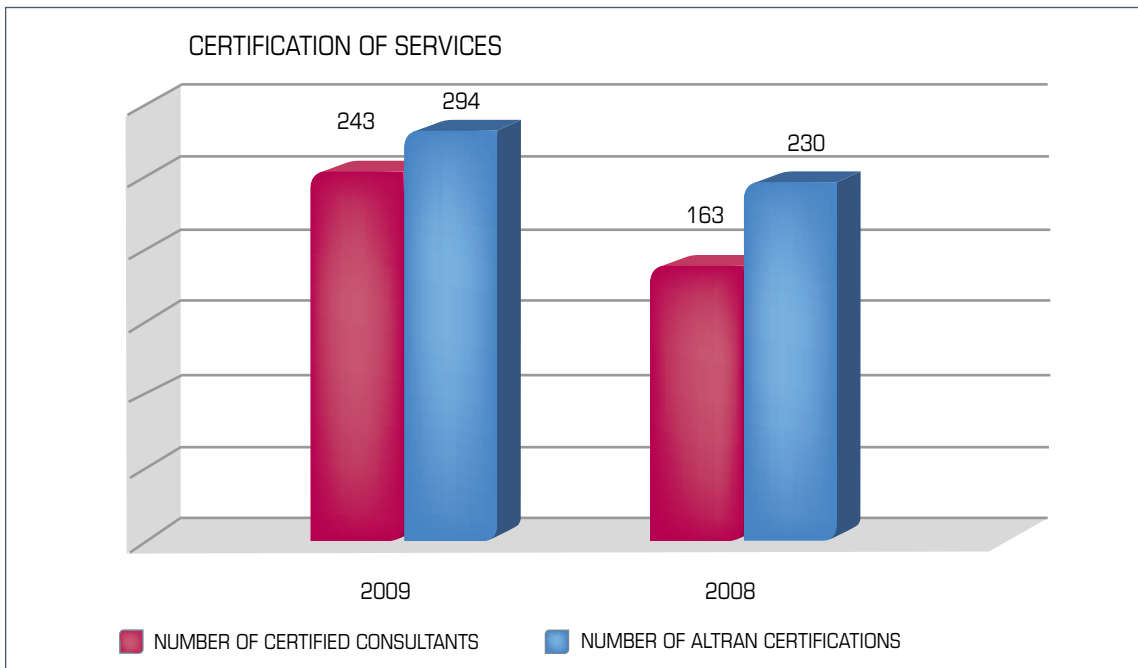
Altran Italia customers can count on certified consulting in many professional sectors.

Despite the 2% reduction in the number of *Consultants* on the previous year, our compe-

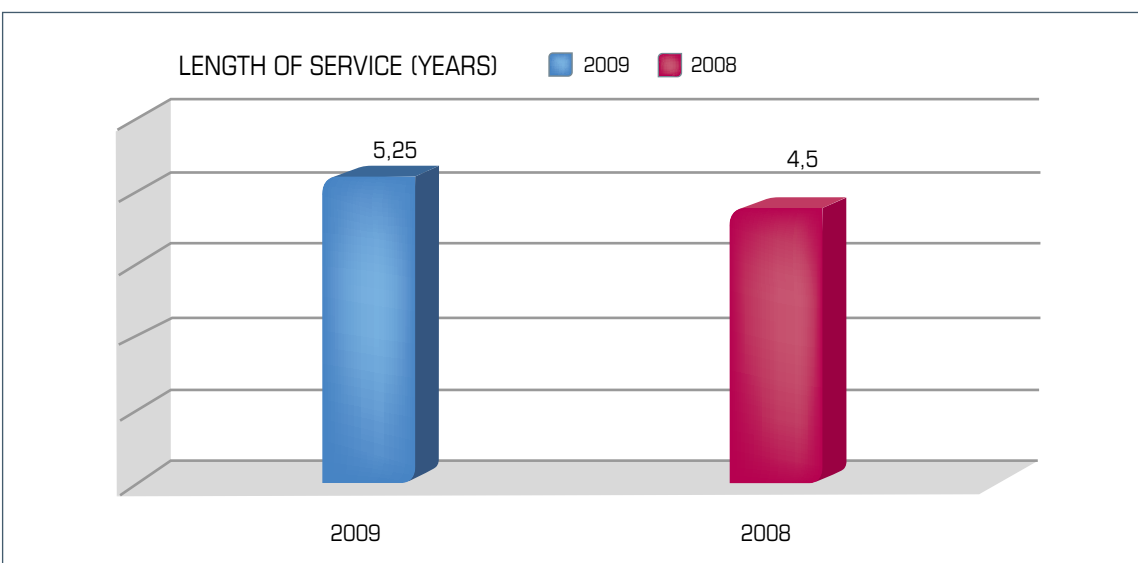
⁷ This figure replaces the figure reported in 2008 in the sustainability report, which was equal to 350. The difference is due to adopting a more accurate calculation method in 2009, which led to the reclassification of our number of clients in these two years in order to compare the data.

tence has increased. In 2009, 243 *Consultants* held one or more certificates, an increase of roughly 5% on 2008.

The company holds 294 certificates, with an increase of roughly 28% in one year.



Suitable training and proven competence of our *Consultants* lets us make competitive offers in calls for tenders, where certified competence has become a fundamental requirement. The company's loyal personnel guarantees the continuity of our services. In relation to 2008, the average career time of personnel in 2009, without considering those in *staff* positions, has been extended by nine months and is now equal to roughly 5 years and 3 months.



Satisfaction In 2008, MarCom started using a Free phone number (800 13 60 60) for customers, offering assistance on services and in-depth information on company offers.

**Customer
Relationship
Management**

Altran Italia has adhered to one of the *Action4* Strategic plan projects at a *Corporate* level, called *Customer Relationship Management* (CRM). CRM is an instrument that lets you analyse company/customer relations to improve customer satisfaction and involvement. The CRM project consists of four modules: *Account/Contact Management*, *Activity Management*, *Opportunity Management* and *Sales Reporting*. The participating pilot companies of the Group are Altran Italia, Altran CIS Paris and PSA Global Account, while the project *Sponsors* are Pascal Brier (*Vice President* of Altran), Cyril Roger (*Vice President* of Altran) and Nicololas Rousseau (*Head of Group Information Systems & Purchasing*).

In Altran Italia, the preliminary phase of the CRM project was implemented in the second half of the year. The Microsoft Dynamics CRM 4.0 application was used in the project on the basis of a survey done in all the countries of the systems in use.

Benefits for the company include:

- improved customer knowledge for the commercial and marketing structure;
- the possibility of tracing the history of customer relations;
- greater productivity and efficiency of the BM in sales processes;
- direct actions for *prospects* and customers.

In-depth knowledge of the characteristics of companies-customers lets Altran Italia study specific consulting services tailor-made to meet the effective requirements, in line current market conditions.

Partnership

With an approach called *Open Innovation* (see “Innovation” section), Altran Italia has begun collaborating with over 30 academic organisations and technological companies. The Altran Foundation, with its emphasis on innovation, is involved in technological research for the community in various sectors with projects that have a highly innovative content.

Management approach

The Altran Italia supply chain consists of 1,064 suppliers, 5 of which are also Altran Italia *partners*.

Suppliers

The company has divided its suppliers into two categories: national and international. The parent company usually enters into global agreements with international suppliers.

The Purchasing Office selects other suppliers on the basis of market research in order to find the best quality-price combination for the service offered. Aspects such as the general organisation, logistics, technical and specialized know-how, and post-sale assistance are used as criteria for the selection of the supplier. Furthermore, the following are considered positive points in the qualification process of the supplier: whether the supplier uses recycled resources and materials, with a reduction of their environmental impact and also in the selection process of their own suppliers with documentation certifying the excellence of the supplier in their business activities (ISO certification and *Partnerships* at a level international).

Altran Italia, adopting the *Open Innovation* model, encourages innovative in-house and external contributions, useful for creating a *knowledge based offer*. To realize this objective, the company created a vast *network* of contacts with technological and academic partners. The development of this *network* requires close collaboration between two types of activities:

Academic and technological partnerships

- technological transfer by the LABS division, with ideas, patents, *know-how*, Project Management competence and cultural mediation between universities and companies as a common factor;
- HR *brand* communication and *recruiting* talents from the most prestigious Italian universities. It's in the best interests of the company to be involved in these activities, to enrich the training offer with technical seminars, *workshops* and meetings with the target to make its name as the “*best employer of choice*” with students and *graduates*.

A *Campus Club* was set up by Altran Italia to create a direct link with universities and the most dynamic student associations. The *Campus Club*, operating since 2004 in six cities (Milan, Turin, Bologna, Rome, Genoa and Naples), promotes many different activities in universities such as orientation events (*Career Labs* and the *Altran Day*), the technical seminars and engineering contests.

Currently, the company collaborates with over 30 academic organisations and technological companies, as indicated below. The full list of *partnerships* and opportunities is on the KM system.

Academic Partnerships	Technological Partnerships
<p>Consolidated:</p> <ul style="list-style-type: none"> - Milan Polytechnic - Department of Engineering, Mathematics and Scientific Calculus (MOX) - career service - Turin Polytechnic - CATTID-RFID Lab in the Sapienza University of Rome - University of Turin faculty of Science MFN - "Federico II "University of Naples - Roma Tre University - University of Genoa - University of Sannio - Tor Vergata University of Rome - Sponsoring master's degrees in "reliability, maintenance and safety" (Turin Polytechnic - Corep) - Sponsoring master's degrees in "Space Exploration and Development Systems" (Turin Polytechnic - Grande Ecole Aérospatiale Supaero Toulouse in France - Corep) 	<p>Consolidated:</p> <p>ABI Energia ASPECT AXIS CISCO CITRIX IBM MICROSOFT MICROSTRATEGY ORACLE REDHAT SAP SAS THE MATHWORKS TIBCO VMWARE</p>
<p>Other important collaboration:</p> <p>SDA Bocconi ALMA MATER STUDIORUM University of Bologna T3lab Bologna University of Modena and Reggio Emilia Bari Polytechnic University of Pisa</p> <p>For its Employer Branding and Recruiting activities, Altran Italia has established relations with:</p> <p>University of Siena Marche Polytechnic University University of Udine University of Trieste University of Calabria University of Naples Einaudi College</p>	

In 2009, guidelines were drawn up for establishing new technological partnerships. The adoption of a *Corporate Responsibility policy* was included in the elements of assessment for potential partners: Code of Ethics, *Sustainability Report*, and selection of customers/suppliers on the basis of *Corporate Responsibility* criteria. The parameters used in the selection are respected, and 93% of our technological partners have a Code of Ethics, all have published a *Sustainability Report*, and roughly 86% select their suppliers/customers.

ABI Energia Consortium – Technological Partnership - Example

Since January 2009 Altran Italia is a technological partner of the ABI Energia consortium. The Consortium is a non-profit-making organisation providing services in the energy sector, and is a point of reference for activities involved in the optimisation of energy efficiency in the banking system. Altran Italia studies the main elements of energy consumption in banks with value added energy saving interventions, performing *audits*, benchmark analyses, studies on the best high-efficiency technologies and the use of renewable energy sources. In 2009 the Energia&Ambiente *Expertise Center* gathered and analysed data on the energy consumption of major bank branches. Using data gathered by the *Energy Manager*, Altran Italia created a model for calculating energy savings and possible CO2 reductions, used in energy efficiency consulting and for ABI Energia consumption monitoring systems to be finalized in 2010.

Furthermore, Altran Italia participated as a *partner* in the VI edition of the “Master in advanced communications and satellite navigation systems”, holding the following courses: “Solar activity and its effects on spatial infrastructures”; “Thermal-structural planning of satellites and electronic on-board equipment with CAD/CAE instruments” and “Receivers in *embedded* systems and the relevant applications”.

CATTID RFID Lab - Academic Partnership- Example 1

Altran Italia has been collaborating for years with the CATTID RFID Lab specialized in research into RFID/NFC technologies, M-Payment, domotics, usability and accessibility tests for web sites, man-machine interfaces. The *partnership* with the RFID Lab, renewed in 2009, has resulted in numerous projects. Two activities in 2009: *technology and process improvement* project on warehouse logistics for a foodstuffs packaging manufacturer, using RFID technologies; research grant for the study and implementation of solutions and the relevant demonstrations, in *Mobile Shopping* and *Mobile Payment* based on NFC and optical technologies.

MarCom also promoted an in-house competition to select a sat-nav application and service project, to participate in the *European Satellite Navigation-Competition 2009*. Ludovico De Cinti, creator of the project selected by Altran Italia, won the *GMSE Special Prize*.

Altran Day - Academic Partnership - Example 2

The 2009 edition of the *Altran Day* was held as usual at Milan Polytechnic as part of the company's *Employer Branding* and *Recruiting* activities. The students participated in a *business game* involving the creation of an *i-Phone* application and presentation of a prototype. The work was judged by "Altran Italia" with points awarded for creativity, usability and quality. Two students developed an *i-Phone* application and presented Altran Italia with a project for an application to be used to follow university lectures. Thanks to the *Altran Day*, the company came into contact with potential candidates with a high level of competence and a passion for technology.

Community In a cultural context, the Altran Foundation, established in 1996 to support technological innovation for the community, was involved in activities in various sectors: renewable energy, road safety and sustainable development.

Every year the Foundation holds an international scientific competition on themes of global interest. The competition is open to projects from around 20 countries in Europe, the USA and Brazil. The winner of the competition wins a technological grant from Altran experts worth 1 million euro.

In 2009, MarCom promoted the winning project of the 2008 competition, the *BambHaus project* by *Francisco Gallo Mejia*, by creating an official *fan page* on the *Facebook* social network (www.facebook.com/pages/BambHaus/166406330224) with a description of the project, videos, interviews, press releases and a forum. The material was also published using other *Social Technologies*.

Winner of the Altran Foundation 2008 Competition: *BambHaus project*

Francisco Gallo Mejia, from The University of the Basque Country, presented a project for the development of a bio-composite made of Guadua Bamboo to use in the construction of homes. This material has the particular characteristic of being able to store the carbon absorbed by the bamboo, requiring extremely limited resources in terms of energy, water and materials for construction. The innovative technology is a combination of social and economic development, storing carbon in respect of the environment.

Sponsorships In 2009, MarCom sponsored the following activities:

- "Business Innovation" of the CUOA Foundation *Master*. A scholarship Altran Italia offering the winner an internship in the company;
- "Team Sahara School" participating in the "Rally des Pharaons" motorcycle race in Egypt from the 4th to the 11th of October 2009;
- the "Altran Italia Cus Bologna" under-19 Bologna University rugby team.

In 2009, Altran Italia promoted the following acts of goodwill:

- in favour of employees who suffered material damage after the April 2009 earthquake in Abruzzo, while living and working in this region. A fund-raising campaign was launched with employees to promote awareness on this theme throughout the structure. Euro 25.500 was raised by Altran Italia colleagues. Furthermore, Altran Italia offered a contribution equal to the funds raised, bringing the total to Euro 51.000. A specific Commission was set up to analyse and assess situations, and offer assistance to beneficiaries;
- in favour of the G. Marconi Museum established by the G. Marconi Foundation in Villa Griffone. In the three-year-period 2009-2011 Altran Italia, in its role as contributing member, is obliged to pay an annual contribution of Euro 10.000.

**Acts
of goodwill**

As proof of a policy promoting respect for the competition, Altran was part of 96 temporary joint ventures from 2007-2009, of which 33 in 2009.

**An alliance with
the competition
(RTI)**

In 2009 Altran entered into a co-partnership with the Banca Nazionale del Lavoro bank for the reciprocal promotion of communication channels. Furthermore, the "Altran Magazine" was sent to Customers' MarCom Executives, expanding the Marketing and Communications network.

Co-partnership

Environment

Management approach

Altran Italia adopts a proactive attitude to the environment, which goes beyond the simple observance of regulations. The aim of the company is to reduce the direct and indirect impact on natural living and non-living systems. Altran Italia is a service company, therefore the principal elements that require monitoring are the consumption of electrical energy, water, consumables, the collection and disposal of waste, and atmospheric emissions generated by the movements of our employees in Italy and abroad.

Policies are drawn up to define the company's environmental commitment and the concrete realisation of actions by *Purchasing* and the *Corporate Responsibility Team* of MarCom Department.

The current policies on environmental sustainability adopted by the Company aim to:

- reduce the consumption of energy, water, paper and promote the intelligent use of these resources with employees;
- establishing procedures for waste collection and disposal, in particular for hazardous waste;
- encouraging the re-utilization of functioning elements, as an alternative to disposal;
- reduce personnel mobility;
- when establishing supply chain procedures, it is in the best interest of Altran Italia to introduce also environmental *best practices* (ex. environmental management systems, policies adopted by suppliers, etc.) in the criteria of selection.

Consumption

The consumption of limited resources (electrical energy and water) and paper, one of the main consumables in work procedures, are considered also in terms of "workstations".

The "workstations" are calculated with reference to the presences registered using the presence badge in the main Rome, Milan and Turin branches, equal to 835⁶ (see human capital for more information).

Electrical energy

The main energy source is obviously electricity, used for lighting, computers, heating and air conditioning.

Interventions in 2009 to reduce the consumption of electrical energy include:

- the rationalization of air conditioner consumption (in the Rome branch since 2008, the air conditioning temperature was set to 23°; in the Turin and Milan branches the indoor temperature is adjusted on the basis of outdoor temperature);
- installation of energy saving lamps (in the Turin and Milan branches the windows are screened on the basis of the orientation of solar radiation);
- the use of photocells to turn lights on and off in the bathrooms of the Rome branch;
- the elimination of old servers and virtualisation of new ones.

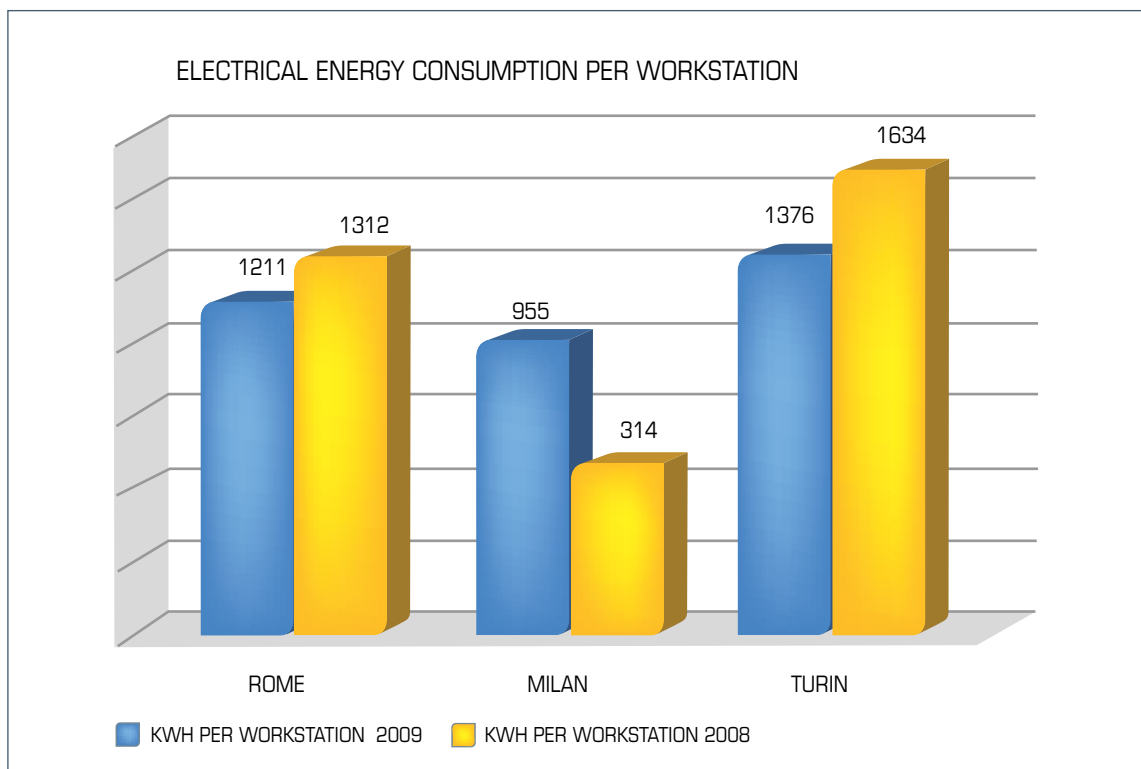
Focus on the virtualisation of servers

The virtualisation of *servers* means one server can host several virtual machines sharing the resources of the single server in many different environments. This technology saves energy thanks to a reduction of the number of servers and IT *hardware* in the data center. This means a reduction in space requirements, power supply and cooling with significant savings in IT costs. 40 *servers* were *scraped* in the year and replaced with 27 virtual machines running on 3 computers in the in-house *server farm* dedicated to the implementation of new services and administration data security. This virtualisation let us reduce the consumption of electrical energy from 19.5 KWh to roughly 3 KWh;

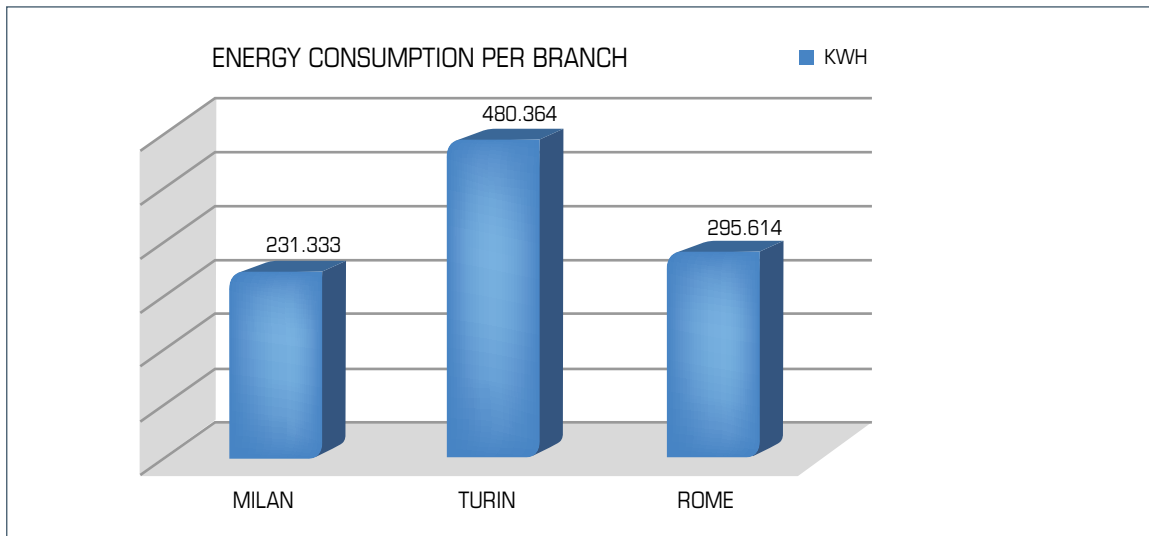
Nevertheless, in 2009 we implemented a new server farm dedicated to the development of customer applications. The Company's decision to virtualise our *servers* meant energy savings of around 19.9 KWh (all the *servers* would have consumed 24.5 KWh instead of 4.6 KWh).

What's more, there is also an estimated reduction in electrical energy usage of around 10 KWh, as virtual servers produce less heat than real machines.

The overall consumption of electrical energy per workstation, shown in the following diagram, shows a negative *trend* in relation to 2008. This data shows how the investments made to reduce energy consumption have effectively reduced the consumption of electrical energy per workstation.

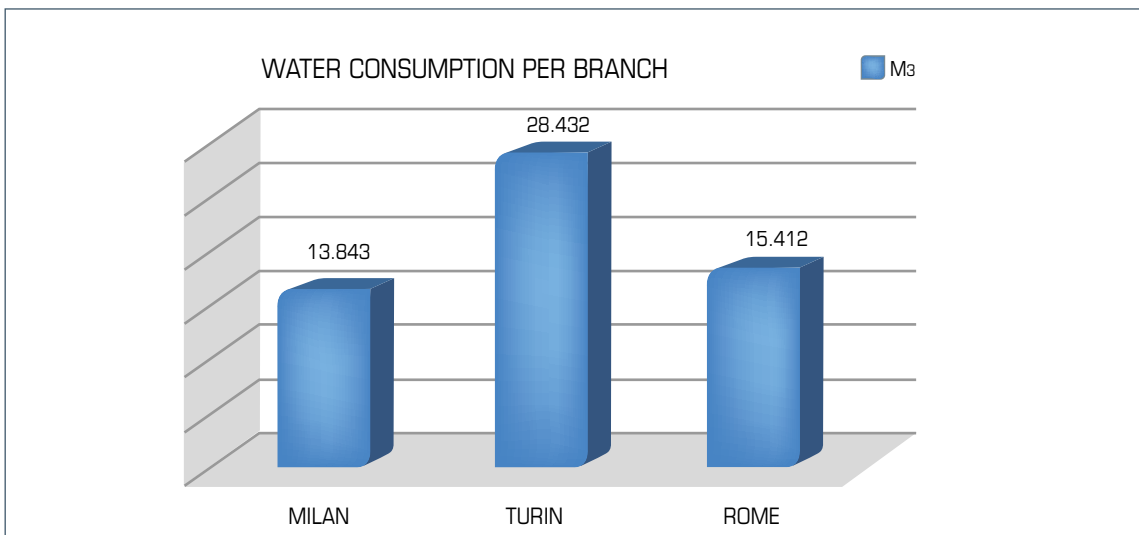
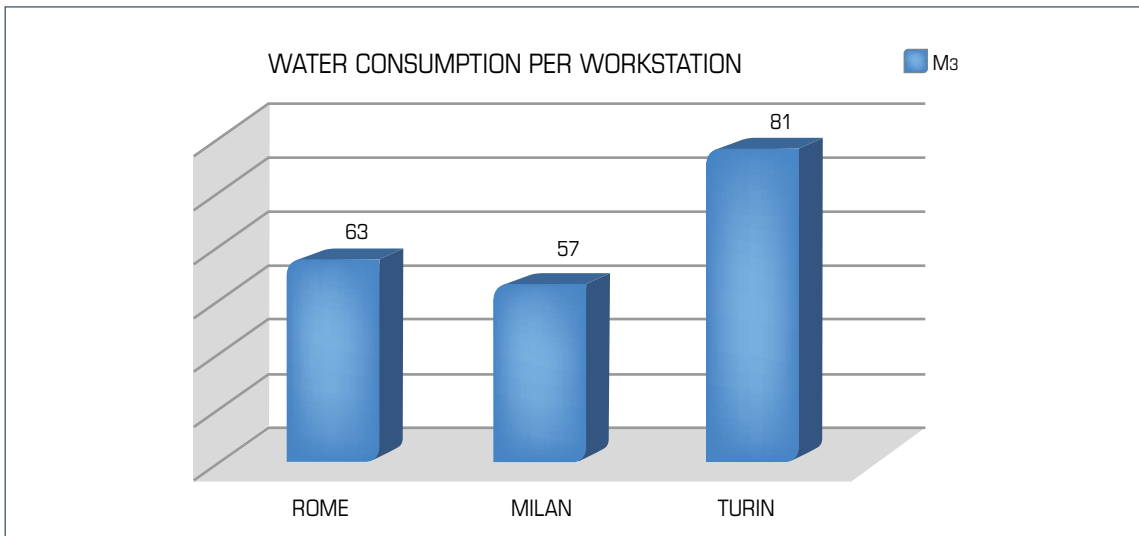


⁸ This figure refers to the use of the badge in the month of December 2009, being the most representative month of the sample.



Altran Italia is carrying out a feasibility study for the installation of thermal solar plants in the main branches of Milan, Rome and Turin. The decision to use a photovoltaic plant derived from our interest in the environmental theme and the wish to reduce energy costs. An analysis of the results of the study shows that photovoltaic power, with zero CO₂ emissions, sends a positive message from the company to the market of reference, using innovative and effective technology. The proposal to install photovoltaic panels in the Altran Italia branches was based on a thorough technical-economic feasibility study. The project data was assessed in terms of useful surfaces available, nominal power of the plant, hours of insolation, exposure and annual energy production. The detailed specifications, assessments of environmental impact and *leasing* proposals were established after a meeting with qualified installers. Finally, we chose the most advantageous proposal on the basis of envisaged costs, proceeds and cashflow, using the principal financial indicators. The energy savings from the installation, and the contribution to the development and promotion of an alternative source of energy, will help reduce greenhouse gases.

Water Average water consumption per workstation is equal to 67 m³. The following diagram shows the figures for each branch.



Total paper consumption was calculated at 3585 reams of A4 paper and 50 reams of A3 paper. Each workstation therefore uses over 4 reams of paper.

Paper

Material to be disposed of, collected in the company, concerns both "hazardous" waste (cathode ray tube *monitors*, *computers* and *hardware*, fridges and air conditioning units, neon lamps) and "non-hazardous" waste (bulky material, paper, etc.).

Waste collection and disposal

Currently only some categories of waste are subject to selective waste sorting (toner and printer cartridges, paper and plastic) in the Milan, Turin, Bologna and Rome branches.

The large plastic drinking water bottles are collected and disposed of by the same supplier. *Purchasing* is responsible for waste collection management. Since 1st July 2006 the waste, in the "form" envisaged by Legislative Decree n.152/06, is sent for recycling or disposal to specialised operators who provide suitable documentation on the same.

The company waste collection and disposal procedures, currently in a phase of formalization

and standardization in the various branches, are organized on the basis of the type of waste processed.

In 2009, Altran Italia donated part of the furniture and accessories, which would have been dumped after clearing guest flats no longer used, to non-profit organizations who thanked the company for the donations.

Mobility management

All aspects of mobility are coordinated by the *Mobility Manager* in the *Purchasing Dept.* During the year, Altran Italia organised in-house videoconferences to encourage employees to limit transfers between branches to a minimum, with notable advantage in terms of production efficiency and lower environmental impact. In particular, in 2009, the videoconference service became a concrete reality also in the Genoa, Bologna and Trieste branches.

Vehicles

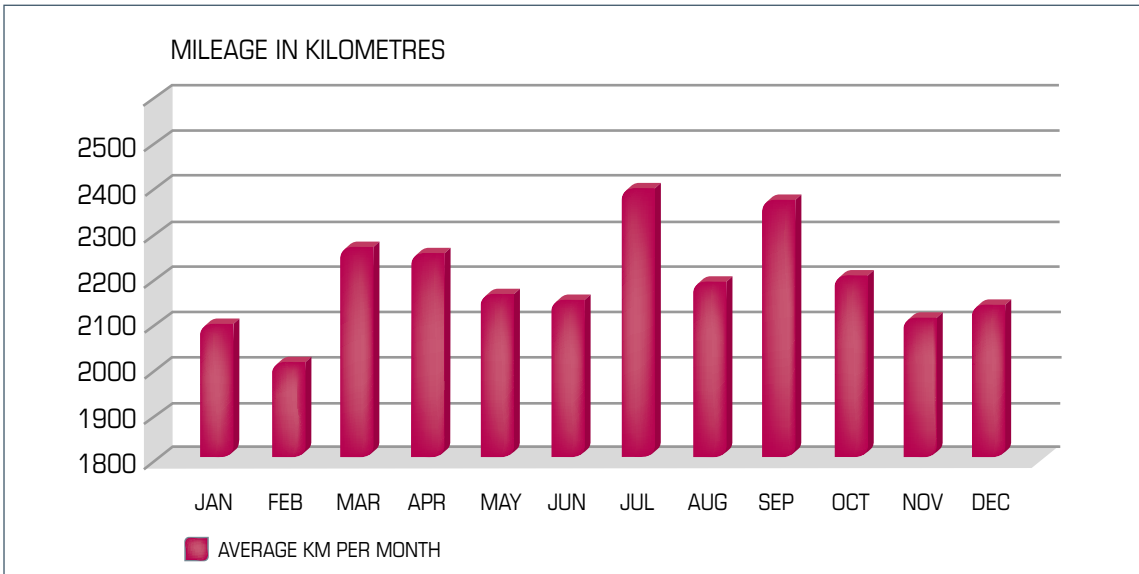
In 2009, Altran Italia implemented the following main interventions to improve its existing *Car policy*:

- inclusion in the company fleet of Euro 5 FAP or *BlueEfficiency* cars;
- lower cylinder capacity corporate vehicles on hire with long-term rental contracts;
- divestment of part of the company Euro 2 and Euro 3 vehicles;
- agreements with three bodyshops in major cities (Rome, Milan and Turin) with pick-up and re-consignment service;
- prohibition on the use of V-Power fuel, to limit pollution;
- recommendations for drivers to report claims via web instead of using printed forms;
- inclusion of a pilot lpg-fuelled car in the *Car Policy*;
- inclusion of an appendix for sustainable car use.

The company car fleet consists of roughly 200 Euro4 and Euro5 vehicles, including company-owned vehicles and cars on long-term hire contracts.

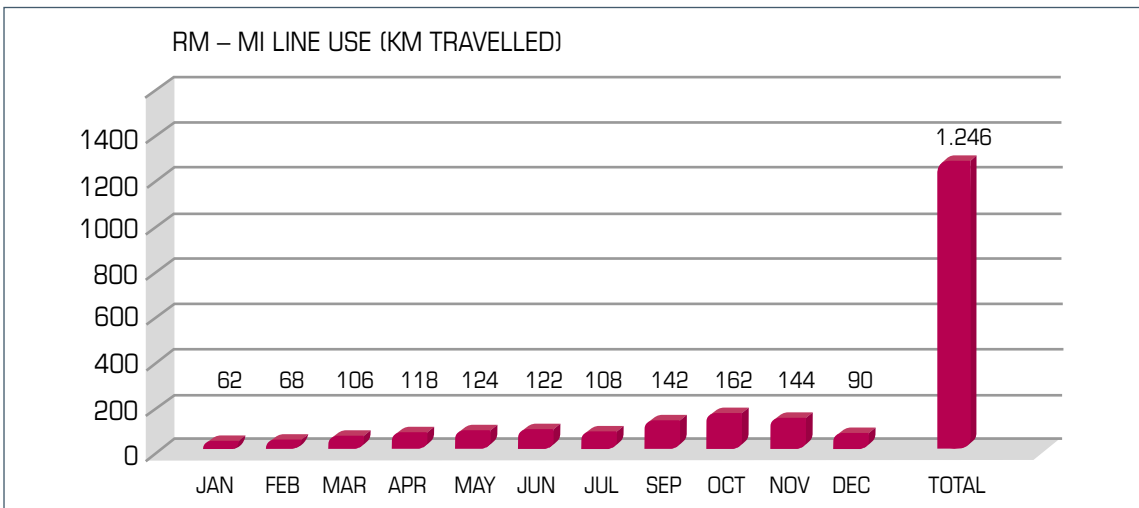
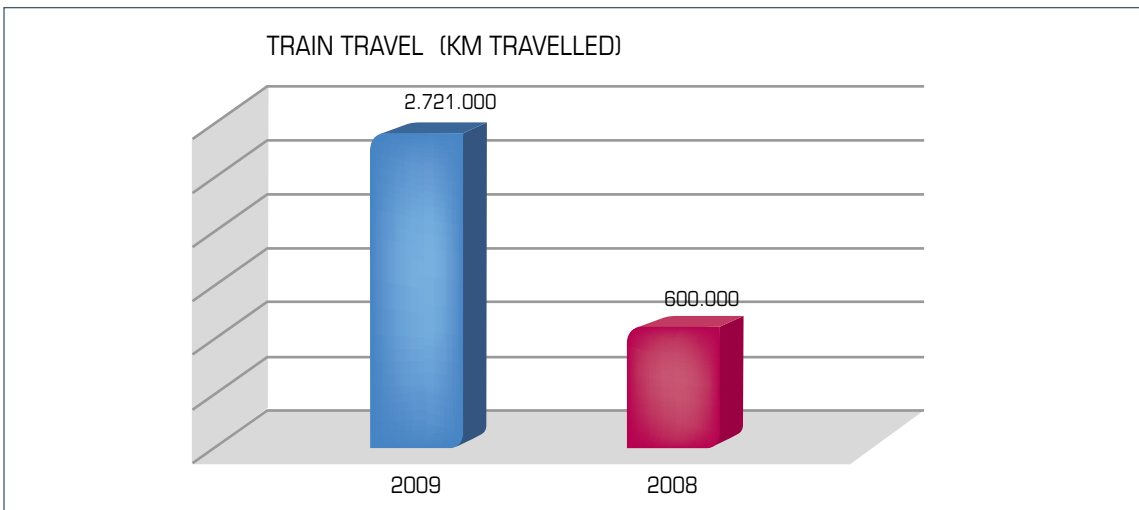
Each vehicle, except for temporary courtesy cars, has a *Shell card* showing the fuel used and distance travelled.

In 2009 the company cars travelled an average of 2,181.80 Km/month, with a reduction in relation to 2008 of 1.6% (source - *Shell Card*)

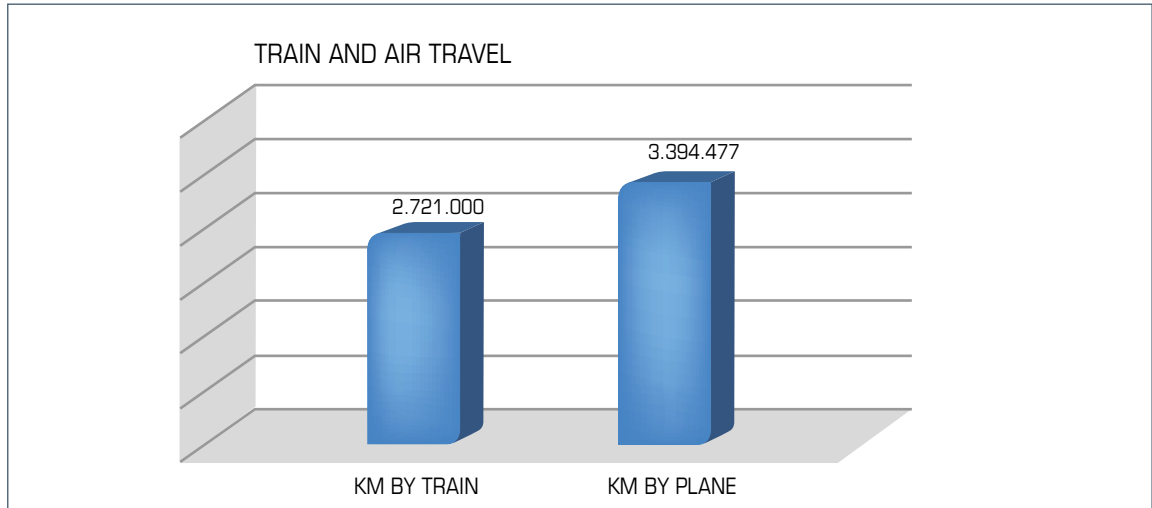


The use of trains has increased notably over the year: The distance (in km) travelled in 2009 is almost five times that of 2008 (source - Via Michelin). Use of the RM-MI line increased in 2009, except in the month of December.

Train and air travel



Overall, personnel preferred to use air travel rather than trains.



Conformity

Altran Italia incurred no sanctions for the non-observance of environmental laws and regulations.

Initiatives

Altran Italia participated at the OMC (*Offshore Mediterranean Conference*). The company organised and presented the *workshops: "Regassification in EU: over or under capacity"* and *"Creative innovation around CO2 reduction"*. MarCom Management produced a communication kit for the event with *Oil&Gas brochures, Reference Books* and presentation *templates*. An interview was published in Today@.

For the *Christmas Family Day*, organised by MarCom for employees and their families, children received gifts produced with eco-compatible and eco-sustainable materials (product certification, *FSC-Forest Stewardship Council, Heavy Metal Absence, Ecolabel, Freelifelife Vel-lum*), and some were from fair-trade outlets distributed by the SoleTerre non-profit association for children in the Kiev hospital.

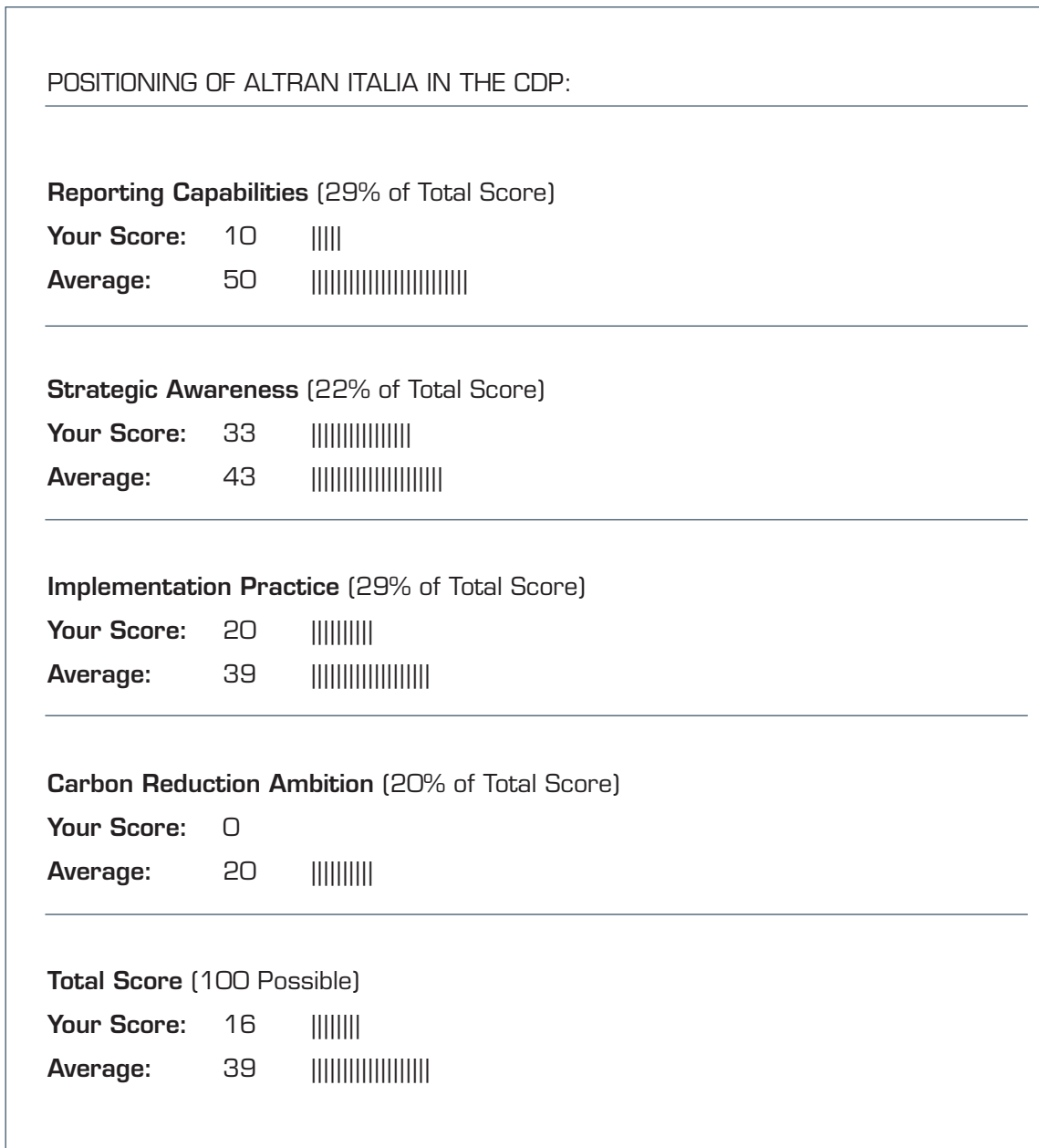
Carbon Disclosure Project

Altran Italia, well aware of the decisive role companies must play in the global reduction of toxic emissions, adhered to the CDP in 2009.

The *Carbon Disclosure Project (CDP)* is an international initiative launched in 2000 to promote awareness in investors, organisations and institutions on possible strategies to meet the challenge of Climate Change. Currently, roughly 2500 organisations in over 60 countries measure their greenhouse gas emissions and assess strategies through the CDP (www.cdproject.net).

In 2009 Altran Italia reported its greenhouse gas emissions and Climate Change management strategies in a specific questionnaire. On the basis of the data reported, the CDP

processed the values of reference for Altran Italia, and compared the same to the values of the sample of 710 organisations who collaborated with the questionnaire. The intermediate focus values (“Reporting Capability”, “Strategic Awareness”, “Implementation Practice” and “Carbon Reduction Ambition”) and a global value were established, as shown below.



The global score assigned to the company indicates a positioning in the sample in ascending order on the basis of Total Score values, corresponding to the fourth quartile.

Innovation

Sustainable offer

All the company *Consultants* are involved in *reporting*, and this let us draw up projects which, for the thematic area, aims, or final beneficiaries, can be considered “sustainable projects”. This shows that the company can turn ideas and principles of sustainable development into concrete actions, and our *Consultants* are well aware of the importance of their projects for the development of Community wellbeing. A selection of the projects in question, presented by the EILIS (Energy, Industry, Life Science) Division can be found below.

Table: sustainable projects

THEMATIC AREA	DESCRIPTION	DIVISION/ <i>CONSULTANT</i> OF REFERENCE
Energy from renewable sources	Technical due diligence and regulations for photovoltaic installation with panel orientation (roughly 1 MW) installed in Apulia	EILIS - Federico Bollati
Energy efficiency	Development and presentation of assessment in final balance of energy savings (through TEE - Titles of Energy Efficiency) for an intervention to bring a system for drying and grinding crystalline and amorphous sands up-to-date.	EILIS - Federico Bollati
	Energy audit of large refrigeration plant	EILIS - Giuseppe Sodano
	Research into new business models and new interventions applicable to TEE incentives	EILIS - Giuseppe Sodano
	Optimisation in the management of turbo-gas plant shutdown and start-up	EILIS - Ruben Ciaponi
	Ideas for the development of a web site promoting interventions for energy efficiency with boiler installers	EILIS - Giacomo Poletti

Through the KM Area of the LABS Division, Altran Italia welcomes new innovative contributions both from people inside and outside the company using the new Open Innovation model.

Open Innovation (Chesbrough, 2003, 2006) is based on the assumption that even if a company has its own research and development or marketing team, a tiny percentage of the ideas produced by the same will derive from those generated by Universities, other companies, customers or users, all company employees, and not just people working in R&D or marketing.

In this specific case, the Open Innovation project, which started in January 2008 and continued for all of 2009, creates organizational instruments to systematically and continuously activate and manage relations with a series of subjects - creators - and, in general, providers of innovative assets, such as: ideas, patents, solutions, know-how and business models.

These assets can be taken as a common factor with in-house Altran Italia assets such as knowledge and project management competence, the capacity for technological transfer and cultural mediation between universities and businesses, commercial competence and capacity, etc.

This synergy of intangible assets can produce in-house know how and generate an offer of consulting services with the following characteristics:

- transversality in relation to Altran Italia market divisions;
- high positioning of offer;
- "turnkey" and "end to end" projects;
- additional values in relation to the offer of the Market Divisions with internal resources;
- coherence with the company approach to Corporate Responsibility.

In 2009 the Open Innovation project involved the following fundamental tasks:

- relations with Universities and Research centres (see Partnerships);
- relations with technological manufacturers and suppliers (see Partnerships);
- Altran Italia Technology Review corporate magazine (see human capital);
- technological observatory.

In particular, the technological observatory consists of processes and IT instruments used, with the wiki approach, by the Consultants and Business Managers of the LABS Division and MarCom Management to find, monitor and store information on new technologies and technological trends of interest for the Market Divisions business.

The Open Innovation approach, effective for reaching corporate goals, can have a positive impact on the entire ecosystem of innovation and in particular applied and private research, the output of which (patents, publications, etc.) may not be used for want of channels to contractors and society in general.

In particular Altran Italia intends to:

- meet Customer requirements quickly and effectively through a network of academic and technological partners when the company itself cannot provide the required competence and solutions, or when company personnel are unavailable or the proposition is not economically viable, hiring new resources or using one-off solutions (Pull method in customer relations);
- offering customers or potential customers, new consulting services or solutions based on the competence, ideas and solutions the company and partners make available on the market in collaboration and through Altran Italia (Push method in customer relations).

Corporate Governance

Management approach

As at 31st December 2009 the capital structure is solid, as shown by the following statement.

(Thousands of Euro)

SUMMARY OF CAPITAL STRUCTURE	2009	2008
Assets (net)	6.929	7.734
Working capital	81.406	90.124
Invested capital	88.954	98.158
Total net equity	26.749	25.059
Debt	62.205	73.099
Financing sources	88.954	98.158

Profit and Loss Account for 2009:

(Thousand of Euro)

SUMMARY OF PROFIT AND LOSS ACCOUNT	2009	2008
Revenue accounts	149.223	162.617
Production costs	143.478	152.610
Difference between Revenue and Costs	5.745	10.007
Financial management	(232)	(335)
Extraordinary Management	1.265	0
Profit or loss before Tax	6.779	9.672
Tax	5.089	6.896
Fiscal year result	1.690	2.776

The summary of the Profit and Loss Account and Financial Statement reveals the following indicators.

INDEXES	2009	2008
Number of workers with open-ended employment contracts as at 31st December	2027	2056
Turnover per worker with open-ended employment contract (thousands of euro)	73	79
EBITDA per worker with open-ended employment contract (thousands of euro)	3	5
Net earnings per worker with open-ended employment contract (thousands of euro)	0,83	1,35
EBIT (%)	4,23	6,15
DSO (gg)	149	134

For more information on the other indexes used in the financial statement, see the section of the Annual Report on the analysis of the financial indicators.

The economic value produced and distributed to the stakeholders is shown below. The method of representation is as recommended by the Global Reporting Initiative (GRI) with suitable adaptations to suit Altran Italia.

**Distribution
of VA**

ECONOMIC VALUE PRODUCED AND DISTRIBUTED

UNITS IN EURO	31.12.2009	31.12.2008
Economic value produced directly		
a) Other revenues	148.733.085	162.616.704
b) Interest and dividends paid	291.518	530.295
c) Increment of assets for in-house work	490.000	298.000
d) Economic value produced directly (a+b+c)	149.514.603	163.444.998
Economic value distributed		
e) Operating costs	33.488.437	36.980.041
f) Personnel costs	100.182.398	102.262.780
g) Shareholders and backers	523.564	865.182
h) Taxes	4.077.039	6.896
i) Voluntary contributions	89.000	20.000
l) Economic value distribution (e+f+g+h+i)	138.360.438	140.134.899
Economic value retained (d-l)	11.154.165	23.310.099
Purchases of materials and external services	28.329.336	31.093.172
Other operating costs	753.031	1.141.506
Royalties	4.406.070	4.745.363
Operating costs	33.488.437	36.980.041
Salaries and pay	72.722.647	72.210.719
Social security contributions	22.024.788	22.070.543
Severance pay and pension	5.009.092	5.108.887
Other costs	425.870	2.872.632
Costs relevant to Personnel	100.182.398	102.262.780
Dividends paid	0	0
Interest paid	523.564	865.182
Shareholders and backers	523.564	865.182
Direct taxes	5.088.870	6.896
Taxes (contingencies for credit entries)	-1.011.831	0
Taxes	4.077.039	6.896
G. Marconi Foundation	10.000	
CUS Bologna Rugby Team	20.000	
CJOA Foundation Masters	8.000	20.000
Abruzzi employees solidarity fund	25.500	
Abruzzi company solidarity fund	25.500	
Voluntary contributions	89.000	20.000

The *Corporate Governance* system adopted by Altran Italia, since the establishment of the company, based on the traditional model of Board of Directors aims to satisfy *Stakeholders* in line with the company charter of principles.

The Board of Directors, as envisaged in the charter of principles, has a minimum of 3 members up to a maximum of 11 and currently consists of five members with no *Non Executive Directors* (NED).

The Board of Auditors in accordance with article 2403 of the Civil Code, is responsible for the surveillance and observance of the law and charter of principles and the respect of the principles of proper administration.

The auditing firm *Deloitte & Touche* S.p.A. audits the company books in accordance with article 2409 bis and ss. of the Civil Code with a three-year mandate, which was reconfirmed on 3rd April 2008.

Board of Directors

Since its establishment, Altran Italia has an Audit Committee responsible for optimising all the corporate processes and procedures in order to improve internal relations between directors, the management and human capital, as well as external relations with the other *Stakeholders*. Within the ambit of Corporate Governance, the Audit Committee monitors the effectiveness of the company processes and organisation to guarantee the principal corporate risks are managed properly. The activities of the Audit Committee help consolidate the credibility of the company with customers, suppliers and investors.

Operating Audit Committee

In 2009 the *Audit Committee*, on the indications of the Chairman of the Board of Directors, supported the trend of the current corporate processes and produced a map of all the corporate procedures to be and being defined.

Furthermore, the Audit Committee is responsible for the following activities:

- *focal point* of the Commission set up by the company to analyse, assess, and manage the positions of the Abruzzi colleagues affected by the earthquake in April 2009;
- *training* on Legislative Decree 231/01 for all BMs and Services Managers;
- *monitoring* the DSO and support in debt collection process;
- *establishment* of a process for the methodological and temporal classification of a physical inventory on all Altran Italia assets.

With resolution of the Board of Directors passed on 24 February 2009, Altran Italia voluntarily adopted an Organisational Model in accordance with Legislative Decree 231/01 and set up the relevant Supervisory body.

The Model relieves the company of any responsibility for crimes committed, in the interest or to the advantage of the body, by subjects who occupy top positions or subjects controlled by the same. This initiative is part of the "*Sustainability Way*" project. The model in fact is an instrument adopted to encourage people operating in the name and on behalf of the company to observe the corporate principles of honesty and transparency. The Supervisory body monitors the suitability and effectiveness of the model, and the behaviour of individuals. The Supervisory body operates in close contact with the Board of Directors, the Board of Auditors, the auditing firm and the *Audit Committee*. The current Supervisory body, made up of in-

Model in accordance with Legislative Decree 231/01 and Supervisory body

house and external members, met regularly in 2009 to discuss the state of implementation of the model, periodic checks on corporate procedures, training and communication for personnel pursuant to the points envisaged by Legislative Decree 231/01.

The Supervisory body has its own Regulations and a “Non-conformity report” sheet as well as a “Non-conformity register” , which are available for download on the corporate Intranet site in the relevant “company bulletin board”. The Supervisory body received no reports of episodes of corruption or discriminatory practices in 2009.

The activities of the Supervisory body in the year were duly reported with two six-monthly reports to the Board of Directors and Board of Auditors.

**Security
and
Safety
Committee**

The Security and Safety Committee reports to the Board of Directors. It monitors *Quality, Security & Safety*. The committee collaborates with all the corporate roles and functions, organizing its activities on the principle of customer orientation.

In 2009, the health and safety of personnel were protected not only by ordinary management activities, but also with interventions for consolidating the prevention and protection service:

- Prevention and Protection Service Manager appointed Security and Safety Committee Manager;
- evacuation drill programmes for personnel;
- use of the e-mail address *sicurezza@altran.it* which is currently the main instrument used for communication between the prevention and protection service and customers.

Basic *staff* training proceeded regularly in 2009. Furthermore, many e-mails were sent to *privacy@altran.it* in particular with requests for support to establish responsibilities in Altran Italia relations with customers.

As for quality, in 2009 Altran Italia passed the inspection for ISO 9001:2000 certification, by the DNV certification board.

**Policies
for respect of
the competition**

Altran Italia’s business relations are based on principles of legality, loyalty and honesty. The company acknowledges that correct and fair competition constitutes a fundamental element for business development. There were no complaints of unfair competition filed by competitors.

COMMITMENTS FOR 2010

Human Capital

The company will start using a certified (PEC) Altran Italia e-mail address.

Communication

The *Employees Feedback Programme* (EFP) will be implemented in 2010 to monitor the degree of employee satisfaction

Involvement

An information pamphlet on company safety will be distributed.

Altran Italia Club will be set up to hold sports events and organise trips with special promotions for all company employees.

The sports section of the Club will enter the Turin branch *team* in the *GMove Run* marathon, organized by *General Motors*, an Altran Italia customers.

To improve health conditions in the workplace we will be placing plants with an "air purifying" effect in our branches. Furthermore, we will install some fair-trade product vending machines in the Rome branch, to encourage trade based on the principles of social and economic justice and support employees who favour this type of product.

Health and safety

Customer Relations

In 2010, Altran Italia aims to obtain certification in accordance with the new international standard ISO 9001:2008 and is developing an integrated quality system along the guidelines of sustainable success in standard ISO 9004:2009.

Quality of the offer

The CRM project which was implemented in a first preliminary phase in June 2009, will include all Altran Italia BMs in 2010, and the other companies of the Altran Group.

Customer Relationship Management

Partnership

Specific procedures will be drawn up for all branches based on ethical criteria in the management of the supply chain. The project involves the Corporate Responsibility team, Purchasing Management and the Quality Committee.

In 2010 there will be further extension and consolidation of the *network* of relations with Universities and research institutes, involving new activities in the field of applied research and technological transfer.

Partnership

The 2010 projects of the ABI Energia Consortium, managed by Altran Italia include:

- support for obtaining Titles of Energy Efficiency (TEE):

- support for banks in the preparation of documentation necessary for obtaining the Titles and managing the same;
- Energy efficiency and savings: in-depth study of the principal technologies/solutions on the market, to start a process dedicated to energy efficiency and savings in banks, in order to implement one of the Consortium goals: the reduction of the bank energy consumption.

Environment

Consumption

The company is examining the following activities, to reduce our environmental impact:

- the installation of photocells to turn bathroom lights on and off also in the Turin and Milan branches;
- adding a message to corporate mail asking the receiver to only print the mail when absolutely necessary;
- the installation of photovoltaic panels in the main branches.

Mobility Management

In order to use cars that are as conform as possible to new environmental sustainability standards, we will:

- increase the number of lpg or hybrid vehicles;
- replace company cars with Euro 2 or Euro 3 engines, with hire cars that have a lower environmental impact;

In order to provide an alternative to motor vehicle traffic and find a solution to the current mobility congestion problem in big city centres, in Rome, Milan and Turin we will offer a free *bike sharing* service for all employees.

In order to reduce administrative transfers of employees working in various branches, we are considering implementing an on-line pay packet through the Altran Italia portal.

Waste collection and disposal

A project for the standardization and formalization of waste collection and disposal procedures is being planned. On the question of waste sorting, the following activities are envisaged:

- a campaign to promote awareness with all employees on the importance of separate waste collection;
- providing separate waste collection containers in all branches.

To encourage the re-utilization of functioning electronic equipment as an alternative to disposal of the same, the company will increment the use of charity channels for equipment still in a good working condition, which no longer meets the company requirements.

Innovation

The Open Innovation approach

The strategic *Open Innovation* approach will be consolidated in 2010 with the development of the *network of partners* and new opportunities throughout the company.

Corporate Governance

The Board of Directors will meet more often in 2010.

**Board
of Directors**

The Audit Committee will finish all in-house corporate procedures and monitor the relevant processes in 2010, keeping the internal control system up-to-date on the basis of the latest legislation.

**Operating Audit
Committee**

In 2010, the main objective of the Security and Safety Committee activities will be training and communication. New basic courses will be envisaged in collaboration with the HR Training Team and MarCom Management, both in the classroom and online, making the service easy to use also for employees working on the customers premises, as well as face to face. Communication will be guaranteed by new instruments which, in collaboration with MarCom, will be available through the Altran Italia IT network. These instruments include: a column on Quality, Safety and Privacy in the "Being Altran" newsletter and a section on the DirectV2 Intranet dedicated to Health and Safety problems.

**Security
and Safety
Committee**

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**Model
in accordance
with Legislative
Decree
231/01
and
Supervisory
body**

- organisation of an *online* training course by MarCom and HR, on Legislative Decree 231/01 and the relevant organisational model for employees who missed the 2009 sessions;
- publication with MarCom Management of an information leaflet on Legislative Decree 231/01 and the Organisational model to be included in the *Welcome Kit* for all new personnel, to be distributed in the magazine display stands in all branches;
- implementation, with the *Audit Committee* and Security and Safety Committee, of some corporate procedures (rental management, services supplier contract management, *free-lance* contract management, purchasing management);
- revision of the Model on the basis of changes in the Altran Italia structure, modifications to the Consolidated Law of Occupational Health in Legislative Decree 106/09 and modifications to Legislative Decree 231/01 for the extension of envisaged crimes.

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Annexe B



Carta per le pari opportunità e l'uguaglianza sul lavoro

CHARTER FOR EQUAL OPPORTUNITIES AND TREATMENT AT THE WORKPLACE

Leveraging pluralism and inclusive practices in the workplace contributes to business success and competitiveness, demonstrating the capability to react to societal and market changes.

Adopting this Charter our company intends to contribute to the fight against all the types of discrimination at the workplace – gender, age, disability, race, religion, sexual orientation -engaging ourselves to enhance all the diverse talents and abilities in the company, with special attention for gender equality.

According to this Charter, we commit to contribute to the above shared objectives by adopting the following concrete actions:

- define and implement policies engaging all levels in the organisation, starting from the Top Management, to respect the principle of equal treatment at the workplace;
- empower an organisational function with clear responsibilities on diversity;
- overcome gender stereotypes with appropriate policies awareness raising and training;
- integrate the principle of equal treatment in the HR processes to ensure that the decisions affecting recruitment, education and career development are taken on the basis for the sole competence, experience and potential of the people;
- promote awareness and education at all the levels of the organisation of the value and management of diversity;
- monitor, regularly, the progress of equal opportunity policies and assess the impact of good practices;
- identify and provide internal assurance tools for the effective exercise of the right of equal treatment;
- offer practical solutions promoting an appropriate work-life balance trying to match company and employees flexibility needs, also in cooperation with local Public Administration and civil society; facilitating reintegration after parental leave with appropriate training,
- inform our employees about the commitment to foster an equal opportunities company culture, with a timely update about projects and results;
- promote external visibility of our commitment, reporting on company policies and progresses made.

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Annexe C

REVIEW REPORT ON THE SUSTAINABILITY REPORT

To the Sole Shareholder of

Altran Italia S.p.A.

- 1 We have reviewed the sustainability report of Altran Italia S.p.A. (the “Company”) presented as annex of management’s report as of 31st December 2009. The Directors of Altran Italia S.p.A. are responsible for the preparation of the sustainability report in accordance with “Sustainability Reporting Guidelines” issued in 2006 by GRI – Global Reporting Initiative, as stated in the paragraph “Methodological Premise”. The Directors are also responsible for the definition of the Company Objectives regarding the sustainability performance and the reporting of the achieved results. The Directors are also responsible for the identification of stakeholders and of significant aspects to report, as well as, for the implementation and maintenance of appropriate management and internal control processes with reference to data and information presented in the sustainability report. Our responsibility is to issue this report based on our review.
- 2 We conducted our work in accordance with the criteria for review engagements established by the “*International Standards Engagement 3000 – Assurance Engagement other than Audits or Reviews of Historical Financial Information*” (ISAE 3000), issued by the *International Auditing and Assurance Standards Board*. That standard requires the compliance with ethical principles (“*Code of Ethics of Professional Accountants*” issued by the *International Federation of Accountants*), including independence requirements, and that we plan and perform the engagement to obtain limited assurance about whether the report is free from material misstatement. A limited assurance engagement on a sustainability report consists of making inquiries, primary with company’s personnel responsible for the preparation of the information included in the sustainability report, analysing the sustainability report and applying other evidence gathering procedures, as appropriate. The performed procedures are summarized as follows:
 - comparing the economic and financial information and data included in the paragraph “Corporate Governance” of the sustainability report with those included in the Company Financial Statements as of 31st December 2009, on which Deloitte & Touche S.p.A. issued the auditors’ report dated 14th April 2010 pursuant to article 2409-ter of the Italian Civil Code (now article 14 of Legislative Decree no. 39 of 27th January 2010);
 - analysing how the processes underlying the generation, recording and management of quantitative data included in the sustainability report operate. In particular, we have performed the following procedures:
 - interviews and discussion with delegates of Altran Italia S.p.A., to gather information on the information, accounting and reporting systems used in preparing the

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Member of Deloitte Touche Tohmatsu

Annexe C

2

sustainability report, as well as on the internal control procedures supporting the gathering, aggregation, processing and transmission of data and information to the department responsible for the preparation of the sustainability report;

- analysis, on a sample basis, of the documentation supporting the preparation of the sustainability report, in order to gather the evidence of processes in place, their adequacy, and that the internal control system correctly manages data and information in connection with the objectives described in the sustainability report;
- analysing the compliance of the qualitative information included in the sustainability report and its overall consistency in relation to the guidelines referred to in paragraph 1 of this review report, in particular with reference to the sustainability strategy and policies and the determination of significant aspects for each stakeholder category;
- analysing the stakeholder involvement process, in terms of methods used and completeness of persons involved, through analysis of the minutes of the meetings or any other available information about the significant features identified in the stakeholder involvement process;
- obtaining the representation letter signed by the legal representative of Altran Italia S.p.A. on the compliance of the sustainability report with the guidelines referred to in paragraph 1 and on the reliability and completeness of the information and data contained therein.

A review is less in scope than an audit carried out in accordance with ISAE 3000, and, therefore, does not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in an audit.

Data and information relating to the previous period of the sustainability report, presented for comparative purposes, have not been reviewed by an external auditor.

- 3 Based on the procedures performed, nothing has come to our attention that causes us to believe that the sustainability report of Altran Italia S.p.A. as of 31st December 2009 is not prepared, in all material respects, in accordance with the “*Sustainability Reporting Guidelines*” issued by GRI – *Global Reporting Initiative*, as set out in paragraph “Methodological Premise”.

Milan, April 29th, 2010

Deloitte ERS – ENTERPRISE RISK SERVICES S.r.l. a socio unico

Franco Amelio
Partner

This report has been translated into the English language solely for the convenience of international readers.



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Altran Italia since 2008 is partner
of Sodalitas Foundation and in 2009
gained the adhesion to the United Nations
Global Compact



