

CORPORATE SOCIAL
RESPONSIBILITY

—
2013 REPORT

TOGETHER
WE
PRO-
GRESS

altran

SUMMARY OF CONTENTS

00

PROFILE
1

GOVERNANCE
3

MESSAGE FROM
THE CHAIRMAN
4

REFERENCE TEXTS
6

OUR NETWORKS
AND OBJECTIVES
7

OUR STAKEHOLDERS
8

KEY CSR EVENTS
10

TOGETHER

WE

PROGRESS

01

A PARTNER
OF EXCELLENCE
12

SUPPORTING OUR CLIENTS'
PROGRESS
14

ETHICAL POLICIES
17

SERVICING OUR CLIENTS
(Data Protection
and Client Satisfaction)
18

RESPONSIBLE PURCHASING
19

02

A RESPONSIBLE
EMPLOYER
20

HUMAN CAPITAL, AN ASSET
TO BE DEVELOPED
22

PROMOTING DIVERSITY
25

OPEN TO SUGGESTION
(Information & Dialogue,
Health & Safety, Quality of Life
in the Workplace)
28

RAISING AWARENESS
31

03

A COMMITTED
PLAYER
32

INNOVATION MAKERS
34

SERVING THE COMMON GOOD
36

WORKING TOGETHER TO
CREATE INNOVATIVE SOLUTIONS
38

DONATE, COLLECT,
SING, MEET
40

LIMITING OUR
ENVIRONMENTAL IMPACT
41

04

METHODOLOGY
43

GLOBAL LEADER IN INNOVATION

As global leader in Innovation and Advanced Engineering Consulting, Altran accompanies its clients in the creation and development of their new products and services.

The Group has been providing services for thirty years to key players in almost every industry, in particular: the Aerospace, Defence, Rail, Automotive, Energy, Nuclear, Healthcare, Telecoms and Finance sectors.

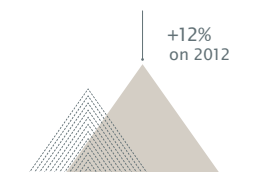
Altran's services offering spans every phase of the R&D cycle, from innovation, design and development, through to prototyping and trials. The Group also provides support during the manufacturing, production and after-sales stages. Altran's offers capitalise on the Group's technological know-how in five key solutions: [Intelligent Systems](#), [Innovative Product Development](#), [Lifecycle Experience](#), [Mechanical Engineering](#) and [Information Systems](#).

2013 Key figures

€1,633m

revenues

+12%
on 2012



20,427

employees



+30 years



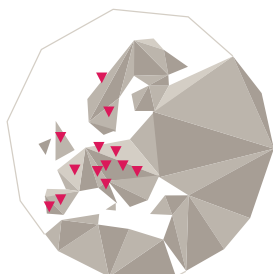
experience providing
innovative solutions tailored
to meet our clients' needs

SBF 120

Listed on the
SBF 120 index

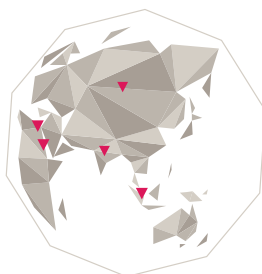


An international Group



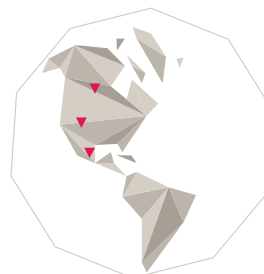
EUROPE

Austria, Belgium, France, Germany, Italy, Luxembourg, the Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, the United Kingdom



ASIA

China, India, Malaysia, the Middle East



AMERICAS

Canada, the United States, Mexico

2013: a year of conquest and accomplishment for Altran

Acquisitions

- IndustrieHansa (Germany)
- Scalae (Sweden)
- Sentaca (the UK)
- AirCaD (France/Switzerland)

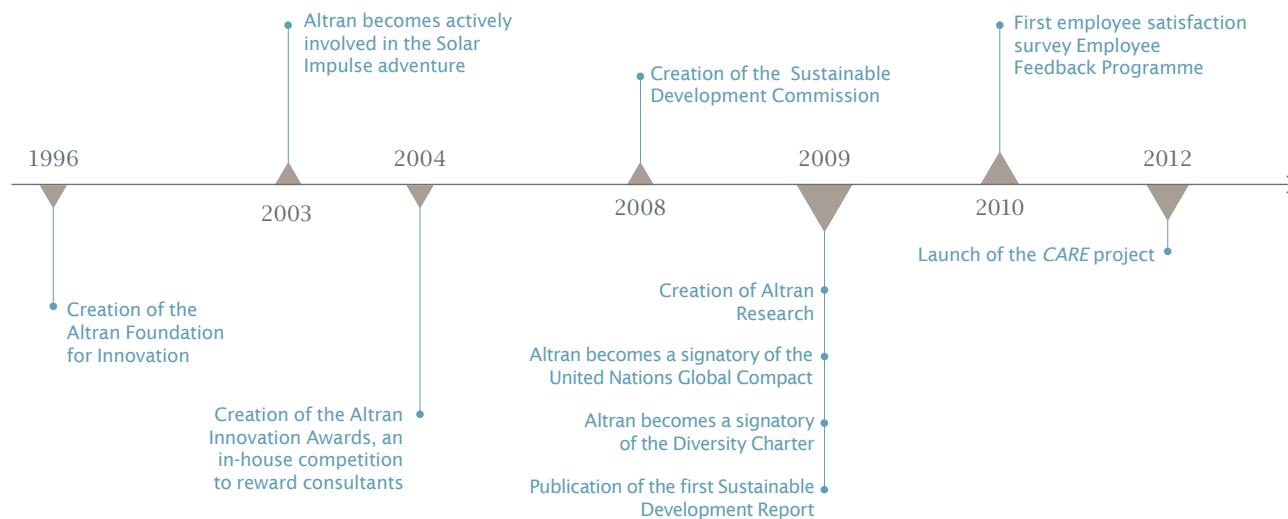
Deployment of two of the Group's global solutions

- Intelligent Systems
- Lifecycle Experience

Creation of two joint ventures in China

- Altran – Beyondsoft Technologies (Beijing)
- Altran Automotive Technology (Shanghai)

Altran's CSR approach: key dates

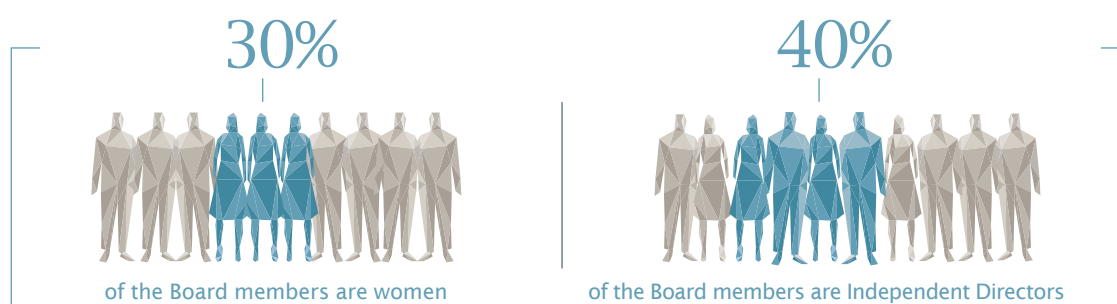


CORPORATE GOVERNANCE

On 12 December 2008, the Board of Directors adopted the AFEP-MEDEF Corporate Governance Code as the Company's reference code. Details of the AFEP-MEDEF Corporate Governance Code are available on the MEDEF website (<http://www.medef.com>).

Since the 30 June 2008 Combined Ordinary and Extraordinary Shareholders' Meeting, the Company has been administered by a Board of Directors whose members are appointed by the Shareholders' General Meeting for a period of four years.

The Board of Directors (at 31 December 2013)



Mr Philippe Salle
Chairman of the Board
and Chief Executive

Mr Jean-Pierre Alix
Apax Partners
(Mr Maurice Tchenio)

Mr Christian Bret
Mrs Monique Cohen
Mr Hans-Georg Härter

Mrs Florence Parly
Mrs Nathalie Rachou
Mr Gilles Rigal

Mr Jacques-Étienne
de T'Serclaes

Four of the ten members of the Board are Independent Directors. Given the fact that Altran has a reference shareholder, it is in an intermediary position between a controlled and non-controlled company. The Board of Directors therefore considers that the percentage of Independent Directors is adequate even though it does not completely comply with the AFEP-MEDEF recommendation of Independent-Director representation.

Three women have been appointed to the Board since 1 June 2012. As such, the Company is in compliance with the first phase of the law, No. 2011-103 dated 27 January 2011, relative to balanced gender representation

at Board-of-Director and Supervisory Board meetings and professional equality between women and men.

All information pertaining to the preparation and organisation of the work carried out by the Board of Directors and the Special Committees is given in appendix 1 of the 2013 Registration Document.

After due deliberation, the Board of Directors on 12 March 2014, appointed Mr Thomas de Villeneuve as Director by cooptation to replace Mrs Monique Cohen following her resignation, and appointed Mr Henry Capelle as Censor.

The Executive Committee (at 31 December 2013)

Philippe Salle
Chairman
and Chief Executive

Cyril Roger
Senior Executive
Vice-President in
charge of Southern
Europe

Olivier Aldrin
Executive
Vice-President
and CFO

Michel Bailly
Executive Vice-
President in charge
of programmes
and innovation

Michael Blicke
Senior Executive
Vice-President in
charge of Northern
Europe

Pascal Brier
Executive Vice-
President in charge
of major client
accounts & business
development

TOGETHER WE PROGRESS



Progressing means, first of all, having an ambition, and then striving to achieve it using a determined, proactive approach. In this case, the method is Altran's ongoing 2012-2015 strategic plan, the benefits of which are beginning to feed through. This proactive strategy, designed to give us the means to succeed, is driven by the sheer determination and incredible energy of the women and men who help our Company to grow and evolve day by day. Our Group's ambition is to strengthen its global leadership position in Innovation and Advanced Engineering Consulting and become a preferred and reference partner for all of our clients worldwide.

We believe that we can better serve our customers by being a choice employer. This is why, in 2013, we decided to foster the innovative skills of our employees,

gain a clearer insight into their expectations and offer them career path opportunities within the Company that are tailored to suit and strengthen their commitment and satisfaction.

In 2013, innovation, Altran's DNA, was once again at the centre of our actions, with, for example, the launch of THE i PROJECT. This major in-house innovation contest helps us identify and support our employees' innovative projects, designed to meet the future needs of our clients, worldwide. Via the Altran Foundation for Innovation, as well as our partnerships and skills-sponsoring activities, the expertise of our consultants has contributed to the development of innovative, environment-friendly projects designed to serve both the common good and the environment. In this context, Altran's team of experts guided the

“We believe that we can better serve our customers by being a choice employer. This is why, in 2013, we decided to foster the innovative skills of our employees, gain a clearer insight into their expectations and offer them career path opportunities within the Company that are tailored to suit and strengthen their commitment and satisfaction.”

Solar Impulse throughout its trans-American flight across the US, a decisive stage in preparation of the round-the-world flight scheduled for 2015. In addition, the Altran Foundation for Innovation 2013 International Award went to the OrganOx metra™. This solution which is designed to keep donated organs “alive” for up to 24 hours prior to transplant represents a major breakthrough compared with the conventional process currently used to preserve organs.

Human capital, Altran’s main asset, was also one of our focal points of the year. Our efforts to optimise human resources were underpinned by two programmes in particular: *CARE* (Competencies to Acquire Responsibilities & Evolve) which is based on career-paths, performance management, as well as training and the development of human resources, and “Women in Engineering”, a network designed to attract more women to our business, which we launched in partnership with several other companies.

In 2013, I also engaged Altran in several high human-value projects, including:

- “Cancer@Work”, a social inclusion association whose aim is to help people suffering from cancer to keep their jobs and enhance the quality of their lives, and
- “YUMP” (Young Urban Movement Project), an initiative geared to spot young talents and help them develop their entrepreneurial projects.

Our Group is progressing on many fronts, such as innovation, growth, customer satisfaction and geographical expansion, but also with regard to our vision of the world and society as a whole. Backed by the expertise of our consultants, the Innovation Makers, our aim is to foster progress for the common good of all.

Philippe Salle
Chairman and Chief Executive of the Altran Group

Our values

Innovation	Excellence	Dynamism	Care	Responsibility
Our DNA	Expertise Proximity Performance Professional development Highest Standards Complexity management	Agility Proximity Performance Anticipation Boldness Initiative Synergy	Respect Pride Performance Professional development Diversity Initiative Talents International teams	Commitment Business integrity Diversity Initiative Synergy

GUIDING PRINCIPLES



UN GLOBAL COMPACT

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

working conditions in the countries where it operates. All of the countries in the Group's scope of information received a "free country" rating from the Freedom House index. This ranking organisation assesses the level of freedom in any given country relative to the civil and political rights in place. For more details see chapter 9 (section 4.8) of the 2013 Registration Document.

FUNDAMENTAL PRINCIPLES OF THE INTERNATIONAL LABOUR ORGANISATION

In the everyday running of its business, the Altran Group endeavours to provide its employees with a high-quality working environment that respects the main principles laid down in the Declaration of the International Labour Organisation (ILO). Altran respects legislation specific to human rights and

THE DIVERSITY CHARTERS IN BELGIUM, SPAIN, FRANCE AND ITALY

Altran has been a signatory of the Corporate Diversity Charter in France and Italy since 2009, in Spain since 2010 and in Belgium since 2013. This illustrates that the Group is strengthening its commitment towards eliminating all forms of discrimination in terms of employment, and promoting diversity.

The ten principles of the UN Global Compact

Human Rights	Labour Standards	Respect for the environment	Combating Corruption
1 Support and respect the protection of internationally proclaimed human rights	3 Uphold the freedom of association and recognise the right to collective bargaining	7 Support a precautionary approach to environmental challenges	10 Work against corruption in all its forms, including extortion and bribery
2 Ensure that they are not complicit in any form of human rights abuse	4 Eliminate all forms of forced and compulsory labour	8 Undertake initiatives to promote greater environmental responsibility	For each action implemented by Altran in relation to one of the Global Compact principles, a reference is given at the top of the page.
	5 Support the effective abolition of child labour	9 Encourage the development and diffusion of environment-friendly technologies	
	6 Eliminate discrimination relative to employment and occupation		

ORGANISING TO MOVE FORWARD

TIGHT WORKING RELATIONSHIP BETWEEN GROUP DEPARTMENTS

Altran's Corporate Social Responsibility strategy is coordinated by the Group's CSR Manager in the communications department. The CSR Manager works closely with Altran's other departments (Human Resources, legal, internal audit, financial, marketing, programmes & innovation, IT systems and general services, etc.) which are in charge of relationships with one or several stakeholders and/or those responsible for implementing a continuous improvement approach related to a CSR issue.

INTERNATIONAL NETWORK OF CORRESPONDENTS

The purpose of the correspondents network in the Group's main operating markets is to implement and deploy Altran's CSR strategy at the national level, and, if necessary, to adapt it to meet local needs and challenges. In addition, the network communicates initiatives and information across the Group, participates in coordinating actions and the exchange of best practices between the Group's national markets, develops a dialogue with local stakeholders and contributes to CSR reporting by collecting information and measuring performance. The Group's correspondent network comprises members of Altran's Corporate Communications and Human Resources departments, as well as environment consultants, QHSE (Quality, Health, Safety & Environment) managers and operating directors. As such, this network ensures that all aspects of company functions are covered and that the Group's different CSR challenges are understood.

OUR CSR PRIORITIES IN 2014

After analysing the impacts of innovation consulting and the responsibility of Altran regarding its effect on society, we have identified three areas of commitment with respect to CSR.

The Group CSR Manager and the heads of Altran's other departments draw up a list of objectives that are common to all of the Group's operating countries

and which foster a continuous improvement approach in terms of commitment and ethics, customer satisfaction assessment, data protection, the Human Resources programme (career management, training and development, and mobility), employer brand, the raising of awareness and innovation support.

Our CSR priorities for 2014 are based on the following commitments:

1. Being a partner of excellence

- Reinforce our ethical commitment and policies at the Group level
- Implement another survey to measure customer satisfaction
- Deploy certification in terms of data protection in India and Portugal

2. Being a responsible employer

- Encourage employees to adopt the Group's values
- Pursue the deployment of the CARE project
- Raise the awareness of employees and young graduates with regard to the efficient management of their social network image

3. Being a committed player

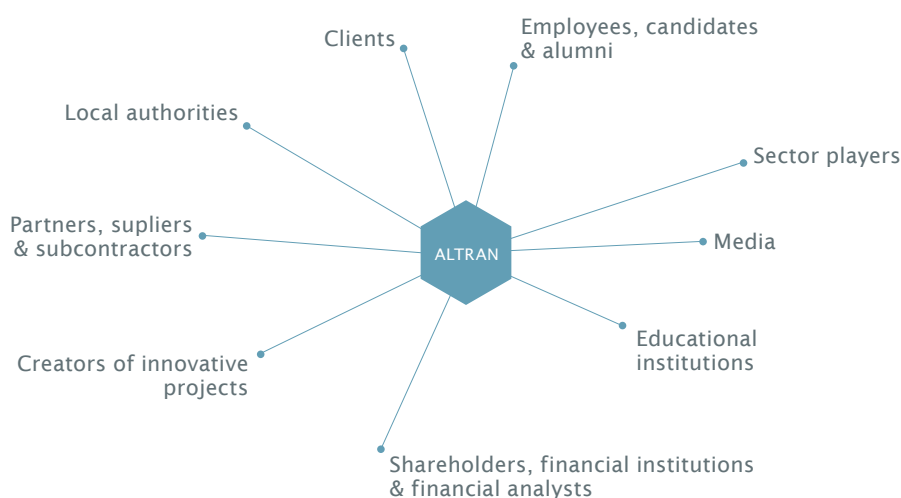
- Foster the development of our employees' innovative projects via expert sponsorship programmes and partnerships.

Strategies related to responsible purchasing, diversity, health and safety in the workplace and reducing the environmental impact of our activity are defined at the national level. Improvement objectives are defined at the national level in accordance with the local strategies in place.

BUILDING A DIALOGUE TO MOVE FORWARD TOGETHER

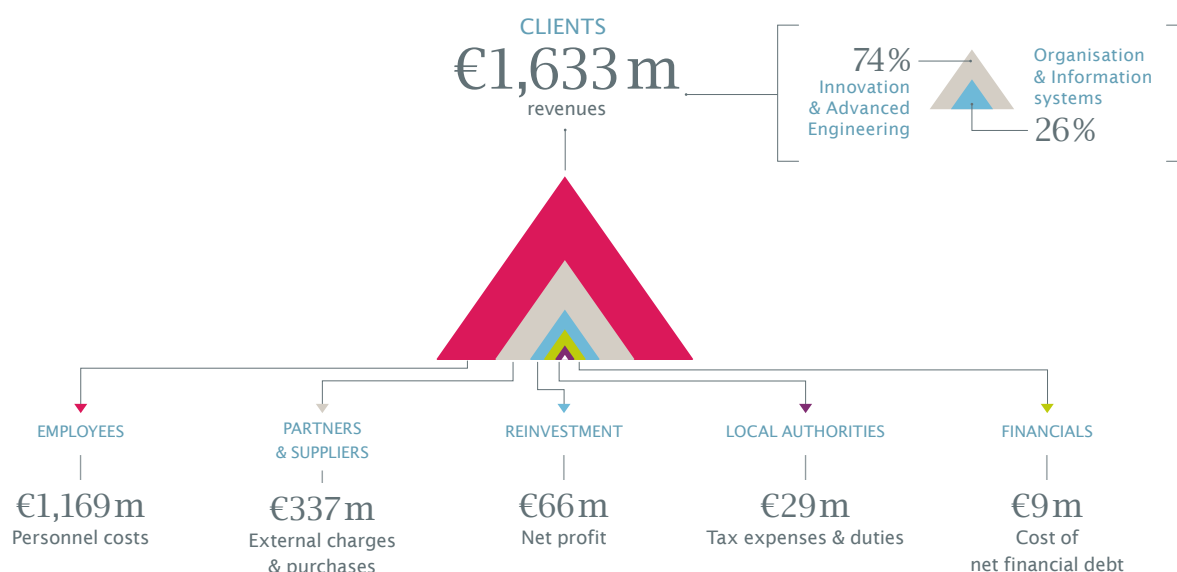
The stakeholders of the Altran Group include all individuals, groups of persons or corporate bodies that have a major impact on the Group, are significantly

affected by its activities, or play a key role in maintaining the Company's credibility and legitimacy [G4-24/G4-25]. Altran's stakeholders include:



Altran contributes to the economic development of several of its stakeholders via its investments and purchases related to its activity. Since Altran is an

intellectual services provider, the Group's personnel costs as a percentage of sales are considerably higher than those of its major stakeholders.



The Group develops dialoguing, information and consulting tools for its stakeholders. Some of these tools are in place and used all year round (Internet and intranet sites, as well as social networks, etc.),

while other communication tools are made available once or twice a year for specific purposes or events, such as annual satisfaction surveys, trade fairs and forums. [G4-26].

4
14,063
INTERNATIONAL
PRESS CITATIONS



3
“Clearly, investors and analysts today are attaching more and more importance to CSR-related criteria in their corporate valuations.”

— **Nathalie Rachou**, founding Partner of Topiary Finance and member of the Board of Directors of the Altran group

CLIENTS

1 **Paris Air Show**

For the fifth year running, Altran was an exhibitor at the Paris Airshow offering visitors a programme of conferences and web TV shows, as well as the opportunity to meet its experts and discover its demonstrators.

CANDIDATES

2 **Career**

Altran offers candidates the opportunity to find out what it is really like being an Altran consultant and ask questions directly to the Group’s consultants, managers and directors.

EMPLOYEES

Employee Feedback Programme

In 2013, Altran launched an in-house satisfaction survey for all of its employees.

3 **SHAREHOLDERS, FINANCIAL INSTITUTIONS AND ANALYSTS**

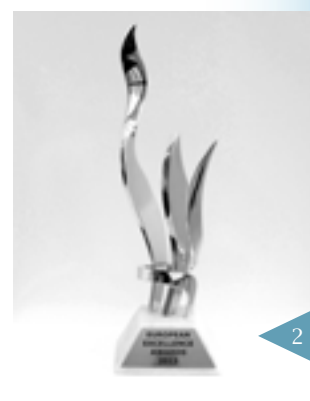
Several times a year, Altran publishes financial information and organises events (results presentation, AGMs, strategic interim reviews, etc.) to inform Company shareholders, financial institutions and analysts. Altran is also assessed by several non-financial rating agencies.

4 **MEDIA**

Solar Impulse Press Tour

Altran invited a dozen or so journalists on a private visit to the Solar Impulse site in Dübendorf to gain an insight into the technical challenges involved in making the transition from the first solar plane to the second model.

2013 AN EVENTFUL YEAR



1 CSR RATING

Altran's CSR performance is regularly assessed by the rating agency EcoVadis on behalf of several of its clients. On the back of progress achieved in 2013 the Group received a "Gold" ranking with a "confirmed" level of commitment. Altran was selected by, and integrated into, the Gaïa index in 2012. In 2013, Altran's Gaïa rating improved placing the Group in 12th position in the overall panel ranking and in 5th position in the services sector. Gaïa is a Socially Responsible Investment (SRI) stock market index developed by the non-financial rating agency, Ethifinance.

2 INNOVATION-MAKERS.COM

In April 2013, the Altran group launched a blog to showcase each and every one of its 20,000 Innovation Makers around the world. This corporate social network features "offbeat" personality profiles, consultant-of-the-week spotlights, team presentations and CSR commitments, as well as employees' personal sites and blogs. Once a month, staff members are invited to post an article on the blog's "Sustain" page describing a CSR initiative in which they are personally involved.

For every employee story published on the blog that refers to a CSR initiative, a link is given in this report.

3 CANCER@WORK

Altran France signed the "Cancer@Work" Charter and launched a plan of action to promote the insertion and job security of employees directly or indirectly affected by cancer and to improve their quality of life in the workplace.

DIVERSITY CHARTER

In 2013, Altran Belgium joined the Group's entities in Spain, France and Italy by becoming a signatory of the Diversity Charter. By signing this charter, Altran has strengthened its commitment in favour of diversity and equal opportunity. This charter will be implemented by Altran's consultants and partners in 2014.



4 VOLUNTEERS FOR A DAY

Altran Italy launched *Volontari per un giorno*, a programme offering employees the opportunity to participate in charitable associations. Within the context of this programme, an employee in Italy spent an evening meeting and helping the inmates of a Milan shelter.

ART OF GIVING

The "Art of Giving" project was launched by Altran India to encourage employees to collect clothes, books and toys for an orphanage.

MEET & MORE

Altran Germany organises several "Meet & More" meetings a year to bring staff members together so that they can catch up on the latest Altran news and take part in workshops.

5 THE i PROJECT

Altran launched an in-house competition to identify and support our employees' innovative projects, designed to meet the future needs of our clients, worldwide. In 2013, five projects were rewarded.

6 AWARDS RECEIVED IN 2013

Cambridge Consultants was nominated one of the best companies to work for in the UK by the Sunday Times. Innovation-makers.com nominated for the "Best Blog of the Year" at the 2013 European Excellence Awards. Altran Germany and IndustrieHansa were once again nominated Top Employers. Altran North America climbed to 231st place in the prestigious Top 500 Design Firms listed on the Engineering News Record (ENR) index. Celia Reis, COO of Altran Portugal was nominated Sustainable Leader by the magazines, Exame and AMROP.

TO-
GETHER



A PARTNER OF EXCELLENCE

CUSTOMER SATISFACTION IS CENTRAL TO GROUP STRATEGY



By developing innovative and sustainable solutions for our customers, protecting client data and respecting the ethical and social responsibility standards shared by the Group and our partners, we strive in our everyday activities to be a partner of excellence.



Inventing a more responsible future
TOGETHER.

01.1— SUPPORTING OUR CLIENTS' PROGRESS

GLOBAL COMPACT —
N°9
Encourage the
development and
diffusion of envi-
ronment-friendly
technologies

By developing innovative solutions to meet client CSR challenges, Altran works hand-in-hand with its customers to create more sustainable mobility systems, produce cleaner and more efficient energy and provide drug quality assurance.

PROMOTING SUSTAINABLE MOBILITY SOLUTIONS IN THE AUTOMOBILE SECTOR

As a long-standing partner of some of the leading players in the automotive sector, Altran is helping its clients develop their mobility solutions of the future. These solutions are tailored to meet current challenges in the automotive industry arising from the increasing responsibility of carmakers and suppliers with respect to safety and security as well as the environmental impact.

Altran draws on its expertise acquired in the telecoms, media and energy sectors, as well as its knowledge of the automotive industry. In Europe, some 600 Altran consultants are currently working on electric mobility solutions.

Altran specialists are developing innovative e-mobility solutions thanks to the Group's expertise in hybrid and electric technologies (solar cells, electrical systems architecture and integration, battery management and charging solutions, etc.).

An example of this expertise is the Powerline Communication (PLC) Tracer, an innovative technological device designed by Altran's German-based specialists to verify system compliance in a segment regulated by a number of different standards. The PLC Tracer, which connects the electric vehicle to the EV charging point during the power-recharging process, monitors the transfer of data between the connected elements to ensure optimal battery charge. In addition, our savoir-faire in energy-efficient smart systems allows our automotive clients to reduce the carbon footprint of their vehicles. Altran focuses on the configuration, specification and simulation of electrical network systems, and designs Stop&Start solutions, fast recharge systems and the verification

and validation of rechargeable hybrid vehicles, etc.

In Germany, Altran worked with BMW to develop the i3. This model uses more environment-friendly, lightweight carbon fibres which have a significant impact at the production planning level. In particular, Altran was involved in the final assembly line planning, as well as engine pre-assembly and transmission. Our experts also worked on high-voltage batteries, power electronics and range-extender solutions for the i3.

PROMOTING SUSTAINABLE MOBILITY SOLUTIONS IN THE AERONAUTICS SECTOR

The need to manage the environmental impact of the aeronautics industry and anticipate the depletion in kerosene resources is prompting sector players to adopt innovative technologies for engines, materials and aircraft design. Altran has forged several partnerships with its clients for the joint-construction of state-of-the-art airports and low-fuel-consumption aircraft. To help meet these technological challenges, Altran offers client support in the fields of aircraft weight reduction, the use of innovative materials (such as composites), the development of innovative engines that are more efficient and/or powered by new energy sources, and the reorganisation of equipment thanks to the integration of electric energy sources.

In addition, Altran helps its customer to address the main air-traffic issues in terms of the environmental and social impacts (social trends and political considerations, noise pollution and CO₂ emissions, as well as technical and operational issues, and the increased regulatory framework), and safety and security issues (systems design, certification and regulatory compliance). ▶▶▶



FOCUS / INSTANT WILD

Satellite-connected cameras protecting endangered species

The Instant Wild project uses remote cameras to combat poachers and allow mobile app users to participate in a wildlife watch. Within the context of this project, Altran subsidiary Cambridge Consultants, in partnership with the Kenya Wildlife Service, is helping conservationists of the Zoological Society of London (ZSL) to protect some of the world's rarest and most endangered species. Instant Wild uses innovative satellite-connected and motion-triggered cameras enabling the near real-time transmission of images of animals taken in the remotest areas of the planet.

A mobile app allows users anywhere in the world to view these photos and immediately identify the animals by cross-checking with the app identification guide. The device is also equipped with an illegal-poaching early-warning system, and, as such, can be used to provide evidence in lawsuits.

Launched in Kenya, the system has already been extended to some regions and will be extended to others such as Indonesia, Sri Lanka, the Himalayas and the South Pole.



01.1 — SUPPORTING OUR CLIENTS' PROGRESS

Altran's Singapore-based partner, Flight Focus, an avionics supplier and certified aviation-solutions integrator, has set up a platform of connected solutions for cockpits and cabins. Designed to reduce fuel consumption, the platform is equipped with a data management system enabling the pilot to monitor and optimise fuel consumption during the flight and analyse fuel levels after the flight. The platform offers wireless in-flight entertainment (IFE) which is lighter and more environment-friendly than on-board screen systems in that it allows for significant reductions in power and fuel consumption, as well as aircraft weight.

PROMOTING CLEANER AND MORE EFFICIENT ENERGY

Companies in the energy sector are facing several major challenges such as the supply of sustainable energy, the optimisation of fossil fuel extraction and the development of alternative energy sources.

To help meet these key challenges, Altran's international network of experts offers customised solutions in the fields of engineering, safety, equipment & site regulation compliance, project management and procurement implementation. In addition, Altran has an expertise centre dedicated to hydroelectricity.

Altran operates in the main segments of the energy sector (oil & gas, production and transportation of electricity and renewable energies, as well as nuclear power). The Group also helps clients to optimise their energy consumption.

For example, in 2013, Altran supported nuclear energy development in China via a verification and validation (V&V) project involving the control of four reactors (instrumentation & control platform and software testing, as well as exception reports).

PROMOTING QUALITY ASSURANCE AND HEALTH RISK CONTROL

Quality is a priority in the healthcare sector where companies are exposed to increasingly rigorous standards within a regulatory framework which is becoming more and more complex owing to the ever-changing geographical environment.

Thanks to Altran's expertise in Quality Assurance and quality-system optimisation, as well as its solutions developed in the fields of regulatory affairs and compliance, the Group can help its clients meet their regulatory compliance requirements, as well as anticipate and control quality throughout the product development cycle.

Altran has teamed up with Oxo Pharma to provide a full-range of expertise aimed at reducing the level of human error by simplifying the main systems used by laboratory operators. This disruptive approach changes

the paradigm so that system reconfiguration is possible by placing the pharmaceuticals-industry technical operator at the centre of the quality system. This also makes it possible to measure the efficiency of the quality system in a reliable way thanks to the rate of Overall Document Efficiency (ODE).

In Belgium, Altran is working in partnership with GSK and its teams on the validation of certain products in the context of a quality enhancement programme. Altran has developed and implemented a number of tools designed to monitor the teams' workload and performance and to overcome problem issues. Health, security and environmental management is another key challenge in this sector. Altran experts are providing GSK with support to carry out its health and security risk assessment programme, analyse and improve its mobility management and measure its energy consumption.

"GSK Vaccines Belgium has adopted a continuous improvement approach for the purposes of:

- attaining operational excellence in terms of Health, Safety and Environment (HSE), and
- integrating the notion of corporate social responsibility in all of our activities.

As such, we are extremely satisfied with the support Altran has provided regarding the impact study carried out to renew our environmental permit for the Gembloux site, as well as the preparation of an HSE audit of our parent company concerning the operating units and safety coordination of several sites."

— Giuseppe Ritaccio
Director Environment, Health and Safety
Belgium, GSK

01.2—

A COMMON ETHICAL POLICY

GLOBAL
COMPACT N° 1
Support and
respect the
protection of inter-
nationally
proclaimed
human rights

GLOBAL
COMPACT N° 10
Combat
corruption
in all its forms,
including
extortion and
bribery

75%

of Altran UK
managers received
training in the
requirements of
the 2010 Bribery
Act in 2013.

Altran is committed to ethical policies and standards and complies with legislation related to the fight against corruption.

THE GROUP'S ETHICAL CHARTER

In 2009, the Altran group adopted a Corporate Social Responsibility Charter, in line with the directives of the UN Global Compact that reflect the Group's key commitments. The Group is currently developing an ethical charter for all its employees and which is based on a common set of commitments. This ethical charter will enable the Group to harmonise its commitments made at the national level since 2008.

COMMITMENTS AT THE NATIONAL LEVEL

Several of the Group's national subsidiaries have integrated their commitments in terms of business ethics, labour standards, the respect for human rights and the environment into their strategies and code of ethics.

As such, in 2008, Altran Spain published a Sustainable Development Code (*Código de Responsabilidad Social*) defining the basic code of conduct for Altran employees in Spain. In 2011, Altran Italy adopted a code of ethics which it communicated to all company stakeholders via its intranet and Internet sites.

In 2013, Altran Portugal published a code of conduct and an ethical charter covering all of its stakeholder commitments and detailing the key principles governing employee conduct.

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

ANTI-CORRUPTION POLICY

Altran develops strategies at the national level required to comply with legislation concerning the fight against corruption.

In 2009, Altran Italy deployed an in-house organisation model and implemented administrative, financial and operational procedures that are compliant with decree n°.231/01. This model integrates all areas which could be exposed to risks of corruption, namely: purchasing, Human Resources, tender bids, local-authority services, legal issues and project financing, etc. Employees can alert the surveillance committee of any potential risks via a dedicated e-mail address provided for this purpose. Altran Italy trained 80% of its recruits in the requirements of the 231/01 organisational, management and control model, using a programme coordinated by the HR department and assessed by the designated 231/01 supervisory body. In 2013, Altran Italy approved an anti-corruption strategy which integrates a list of regulations in force in Italy related to the fight against corruption.

Altran North America is in compliance with the specifications set forth in the Foreign Corrupt Practices Act (FCPA) and is developing training modules on the subject for its employees and recruits.

In 2011, Altran UK implemented an ethical strategy defining its commitments in terms of human rights, labour standards, the environment, conflicts of interest, confidentiality of information and corruption. This involved the adoption of a "hospitality and gifts" policy compliant with the 2010 Bribery Act and a whistle-blowing policy, both of which are detailed in the "Employee Handbook" distributed to all Altran UK employees. Altran UK has also developed a manager training programme in line with the requirements of the 2010 Bribery Act. 75% of the Company's managers received training in the requirements of the 2010 Bribery Act in 2013.

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

01.3— WORKING TO SERVE OUR CLIENTS

To better serve our clients' needs, Altran regularly carries out international surveys to assess the level of customer satisfaction, and ensures the data protection of its customers, employees and third parties.

ISO 27001

—
Altran obtained certification for its IT security management systems in Spain and the UK.

DATA PROTECTION: A KEY CHALLENGE

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

Its purpose is to ensure the confidentiality, availability and integrity of Altran's IT systems, applications and data. Altran is committed to ensuring that its information security approach is compliant with legal and regulatory specifications in the countries where it operates, and meets client expectations in terms of data security. Altran implements standard industrial best practices and recommendations and tailors these to suit its clients' specific lines of business. Security practices and levels are defined in accordance with risk-management objectives, as well as the needs and means of system users. As such, Altran develops specific safety assurance plans and solutions and implements dedicated project solutions (software, equipment, control procedures and premises). Altran's information security approach is integrated across all of the Company's activities. The Group has integrated security practices and regulations into Altran Excellence, its quality management system in France, and is gradually implementing an information security management system based on the ISO 27001 standard.

In 2013, Altran renewed the certification of its security management systems in compliance with ISO 27001 standards for its activities in Spain and the UK.

As part of its continuous improvement approach, Altran initiated several new security management programmes with a view to obtaining ISO 27001 certification for its activities in Portugal and India and implemented a security management approach

for the development of Group activities. Altran has tightened data security by implementing information system protection solutions designed to counter attacks, and set up a centre to coordinate the treatment of information-security incidents.

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

MEASURING CLIENT SATISFACTION

Altran's first extensive client satisfaction survey was carried out in June 2012 with Group clients worldwide to solicit feedback on the quality of Group services. Out of 3,000 people interviewed across 18 countries and all industrial sectors, 92% considered the quality of services provided by Altran teams as "satisfactory" or "highly satisfactory". 89% of respondents judged their commercial relations with Altran as "good" or "very good". Altran is planning to carry out another international client satisfaction survey in 2014. The objective is to measure the progress made by Altran in this respect since 2012 thanks to the action plans implemented, as well as to gain a better understanding of its clients' strategic challenges and identify new avenues for improvement to ensure that the Group remains a partner of excellence.

01.4—

RESPONSIBLE PURCHASING

GLOBAL
COMPACT N° 2
Companies must ensure that they are not complicit in any form of human rights abuse

GLOBAL
COMPACT N° 8
Undertake initiatives to promote greater environmental responsibility

€250k

purchases made in 2013 by Altran France in the sheltered and adapted employment sector (up 24% like-for-like on 2012).

Aware that a socially responsible approach requires establishing relationships with like-minded suppliers, Altran is gradually stepping up its responsible purchasing strategies.

Since Altran is an intellectual services provider, purchases related to the Group's activity include outsourcing, operating and promotional functions. Operating and promotion-related purchases notably include travel expenses, building and site-equipment costs (including energy), as well as office supplies, IT materials and telephone, training services, communication, marketing and event-financing, professional fees and other external services.

COMMITMENTS TO SUPPLIERS

In Belgium, Spain, Portugal and Scandinavia, Altran is progressively drawing up specific purchasing policies outlining the reciprocal responsible purchasing commitments of the Company and its suppliers at the national level. Altran Italy's ethical charter and the environmental strategy in place at Cambridge Consultants in the UK both include supplier-relation commitments.

INTEGRATING ENVIRONMENTAL AND SOCIAL CHALLENGES

For certain purchases, Altran's supplier-selection process integrates a set of environmental impact assessment (EIA) criteria.

Depending on the country, these criteria may include the supplier's choice of paper, electronic equipment, company car fleet and/or office supplies. The initiatives implemented to measure and reduce the environmental impact of the Group's activity are presented in chapter 3, section 5, of the present report.

In Spain, France and Italy, Altran promotes the employment of people with a recognised disability by outsourcing to companies in the sheltered-employment sector. In 2013, Altran opened an ESAT concierge

service at its new site in Puteaux (France). This ESAT (*Établissements et services d'aide par le travail*) is a work-assistance establishment based in Suresnes in the Paris region.

ENCOURAGING OUR SUPPLIERS TO ADOPT SOCIALLY RESPONSIBLE POLICIES

The tendering processes and general purchasing conditions employed by Altran in Belgium, Spain, France, Italy, Portugal and the UK (Cambridge Consultants) include corporate social-responsibility criteria. Self-assessment questionnaires are sent to company suppliers in Spain, Italy and Portugal. Altran Spain and Altran Portugal also communicate their ethical and purchasing commitments to their suppliers.

“Our concierge-service employees are integrated into several Altran sites for periods of two to five days a week. While our staff may be required to meet numerous challenges in their daily tasks, they benefit from an enriching and really fulfilling experience; the work is rewarding and they are directly involved in ensuring the quality of life in the workplace for Altran's employees.”

— Isabelle Viollet
Head of ESAT concierge services,
Suresnes

we



A RESPONSIBLE EMPLOYER

HUMAN CAPITAL IS THE GROUP'S MAIN ASSET



As part of our daily commitment to our employees, we value their talents, foster their professional development, preserve their health and safety, ensure that they are informed, promote the exchange of knowledge, diversity, and the quality of life in the workplace, and involve them in the Group's CSR strategy. In this way, we strive to be a responsible employer.



Because WE are Innovation Makers.

02.1 — HUMAN CAPITAL, A KEY ASSET TO BE DEVELOPED

At Altran, human capital is our main asset. *CARE* is at once an Altran value and the name that the Group has given to one of its key strategic programmes to underscore its commitment to looking after its employees, ensuring their professional development and fostering their commitment to the Company.

THE CARE PROJECT

Altran's goal is to become the preferred partner in Innovation and Advanced Engineering consulting at the global level for its clients and employees. The success of the Group's 2012-2015 strategic plan hinges on the commitment and satisfaction of its employees. To strengthen staff commitment and satisfaction, Altran has developed a series of programmes focused on career-path enhancement, performance management, training and human resources development. To this end, and within the context of the 2012-2015 strategic plan, the Group implemented *CARE* (Competencies to Acquire Responsibilities and Evolve), a programme focused on the skills required to acquire responsibility and to progress. Launched in 2012, the project will be fully deployed throughout all of the Group's operating countries by the end of 2015. The aim of the *CARE* programme is to put people at the core of Company operations by employing a global approach designed to meet two major market requirements; namely to meet client demand for excellence and ensure the well-being of our employees. To achieve this, the project is based on four key criteria:

- attraction;
- identification;
- development;
- commitment.

ATTRACT

The objective is to secure, over the short, medium and long term, our ability to attract the best talents in accordance with the development strategy implemented by the Group for its activities and market needs. This involves identifying the skills required to

secure a current and future market positioning, strengthening employer-brand communication, as well as implementing a recruitment strategy and range of appropriate procedures through to new employee integration.

Providing student support

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

Altran participates in numerous recruitment fairs and workshops to meet with students and young graduates and to discuss and demonstrate the different career paths open to them within the Group.

Communicating with candidates

To attract the best talent on the market, Altran's recruitment team uses "conventional" recruitment methods, such as advertising job vacancies on Internet and specialised employment sites, making recourse to "speed recruiting", taking part in school forums and recruitment fairs, and offering pre-recruitment training courses. In addition, Altran has implemented several innovative actions specifically designed to enhance Group appeal and its unique profile on the market. In 2013, the Group's employer-brand department launched Altran's own web-TV, "Career", an original on-line communications format allowing candidates to keep regularly informed via the social networks on employer brand initiatives.

02.1 — HUMAN CAPITAL, A KEY ASSET TO BE DEVELOPED

CAREER

“Career” is an on-line international TV show launched by Altran in 2013 to give prospective candidates an insight into what it is like to be an Altran consultant. Exclusive news reports and interviews broadcast and hosted by Altran’s teams enable viewers to discover the career possibilities open to them within the Group, find out the latest company news and submit questions to Altran Directors, managers and consultants. Altran’s TV show also gives viewers pointers on how to manage their internet reputation. The first programme was broadcast from a dedicated studio installed in the 3iS school in Élanecourt (France). “Career” then took to the road for five exclusive programmes broadcast live from the Paris Airshow. In December 2013, a special programme enabled candidates to follow the Solar Impulse virtual flight at close range. To find out more and watch “Career’s” broadcasts, visit www.altran.tv.

IDENTIFY

The objective here is to gain a better understanding of employee performance, skills and development potential. A reliable and unique assessment system is being implemented for all employees in the Group. Annual professional interviews and talent reviews are the two key procedures used to facilitate functional and geographic mobility within the Group.

DEVELOP

The aim is to help employees develop their capabilities and in particular their technical, commercial, project-management and leadership skills. This involves promoting staff employability by carrying out development actions in accordance with market trends and Group strategy.

Career Paths

“Career Paths”, the cornerstone of Altran’s career-management strategy, is a programme designed to group jobs into broad categories so as to give employees greater visibility on the different career and professional-development possibilities. In addition, it promotes geographical and job mobility thanks to standardised descriptions of job opportu-

nities advertised across the Altran network. The “Career Paths” programme breaks down the processes of assuming responsibility and career enhancement into four main phases: namely, start, grow, manage and lead. In addition, it proposes different areas of professional development including technical careers, project management, sales and team management, as well as support functions.

Competence map

Altran has harmonised its competence map for the Group as a whole. This involves general skills which are common to all staff members whatever their function within the Company. Each function is then identified and broken down into four fields of expertise (project, business, management and technique) which may vary according to what is required.

Training and professional development

In 2012, Altran created a Training and Development Committee at the Group level to ensure coherence between the training and professional development programmes offered and the specific requirements related to the Group’s activity.

The Committee promotes a group-wide training and development programme which pools the combined resources of Altran’s HR and operational departments to offer company employees a targeted development plan based on Group strategy.

Altran employees can thus develop their skills either at the Group level at the International Management Academy (IMA), or at Altran’s national training academies.

Skills development support is provided in the form of conventional class-learning settings and e-learning training courses, and in other ways, namely via:

- experience gained on the job;
- coaching and mentoring;
- access to documentation, conferences and exchanges within the context of professional associations, as well as social networks, and Communities of Practices (CoPs);
- cross-industry projects, where employees can expand their field of competence beyond their normal range of responsibilities.

Altran is gradually increasing access to this framework of skills development for all of its staff members. A mentoring programme designed for directors was launched in 2013.



203,049

employee
training hours
(excluding the
Netherlands)

02.1 — HUMAN CAPITAL, A KEY ASSET TO BE DEVELOPED

Internal mobility and international transfer

Altran employees can benefit from two mobility options; in-house and on-site mobility at the national and international levels. Altran's in-house mobility programme is designed for all employees who have opted to move to another region/country or assume new responsibilities. Managers may also be called upon to offer employees the possibility of working in their own country or abroad on projects either within the Group, or for a client. Every year, Altran carries out several thousand missions which allow employees to develop their field of expertise and enhance their skills, and enable the Group to boost the international profile of its teams and gain a better understanding of its international clients' needs. In addition, Altran encourages its employees to participate in VIE (*Volontariat International en Entreprise*) programmes. In 2013, over 100 people benefited from this scheme.

COMMIT

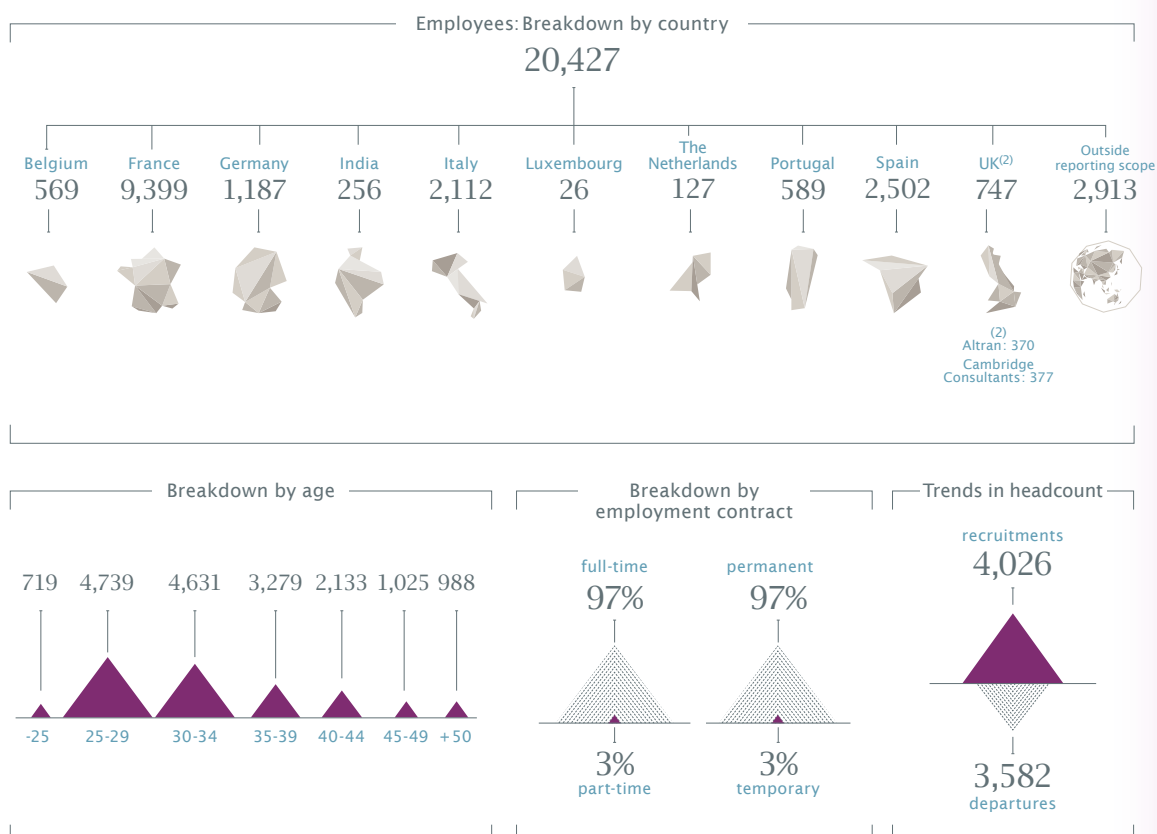
The objective is to develop employees' sense of co-responsibility and commitment over the long term, and to set up measurement indicators. For Altran, this means including its staff in the life of

the Company by sharing common information and uniting its employees around the same corporate culture. In this way, everyone knows what direction the Company is taking, what role they are playing and how they can benefit.

Employee Feedback Programme

In 2013, Altran launched an in-house satisfaction survey for all of its employees. The survey, in the form of an on-line questionnaire, was carried out by an independent market research organisation to ensure anonymous and confidential feedback. The findings provided a real insight into employee satisfaction in terms of the Company, their managers and their jobs at Altran.

The results revealed a significant number of strong points depending on the country, including confidence in Altran's expansion strategy, and the Group's positive image as an employer, as well as a sharp increase in the pride our staff feel about working within the Group. Specific action plans were implemented across the Group, namely to enhance employee recognition and appreciation of the firm, strengthen the ties between employees and managers and facilitate professional development.



02.2 — PROMOTING DIVERSITY

GLOBAL
COMPACT N° 6
Eliminate
discrimination
relative to
employment
and occupation

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

Altran's anti-discrimination policies are implemented at the national level in compliance with the corresponding laws and regulatory requirements in the countries where the Group operates. Altran is a signatory of the Diversity Charters in Belgium, France, Italy and Spain. The Human Resources strategies implemented in the UK by Altran UK and Cambridge Consultants are in compliance with the Equity Act, and Altran Scandinavia has set up an equality plan. Some of the Group's national subsidiaries have developed initiatives to foster employment for women and the disabled, as well as for younger and senior workers, and to promote diversity amongst Group employees.

ONE OF US

Launched in 2012, the Group's intranet page "One of Us" features a somewhat original and "off-beat" portrait of a different Innovation Maker every week. Employees are invited to present their professional environment, main functions and key centres of interest and round off their presentation by completing "The Proust Questionnaire", an added extra that gives this weekly feature a rather unusual

and personal touch. Employees may choose to approach the personality quiz in a serious, humorous, detached or provocative way, and the questions offer participants considerable scope to reveal their personalities.

COMMITMENT TO THE DISABLED

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

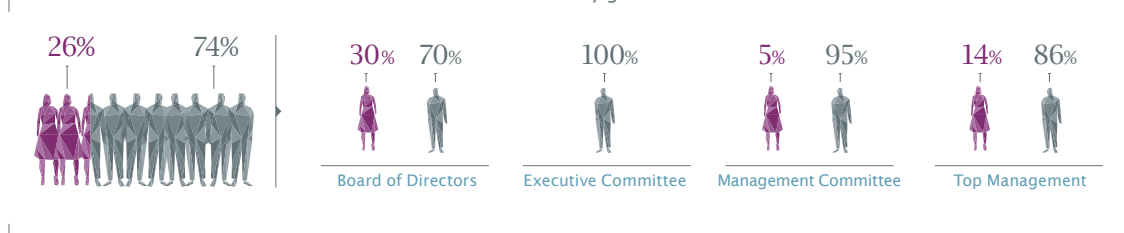
- The recruitment of disabled people, as well as the integration of disabled employees (DE) hired on a temporary basis and DE trainees undergoing professional conversion;
- Promoting job security for disabled employees;
- Recourse to outsourcing via sheltered-employment organisations.

Altran France's *Mission Handicap* communicates all year long by posting news updates on the intranet, as well as distributing awareness-raising brochures and newsletters. In addition, a special week dedicated ►►

Percentage of disabled employees by country



Breakdown by gender



WOMEN'S FORUM FOR THE ECONOMY & SOCIETY

future with women's vision



FOCUS / WOMEN IN ENGINEERING

Women's Forum 2013

For the second year running, Altran and the "Women in Engineering" network took part in the Women's Forum at Deauville (France), the aim being to highlight the career-path possibilities open to women within large industrial groups where ambition and the innovative spirit are now seen as completely feminine values. At the "Women in Engineering" stand, Altran together with ABB, ExxonMobil and Safran, chaired several workshops allowing participants to exchange ideas based on themes such as inter-generational complementarity ("Listening To Youngsters' Expertise Brings Results"), a passion for engineering ("Engineering Can Be Cool. Really"), what the unexpected can bring, ("Send Me Someone Unexpected, I Want To Be Intensely Creative"). Participants in the plenary conference, "Unleash Your Power" also benefited from the testimony of Bertrand Piccard, Chairman of the Solar Impulse project.

02.2 — PROMOTING DIVERSITY

to raising employee awareness to the issue of disability is organised every year.

In North America, Altran's DE employment strategy is compliant with the Americans with Disabilities Act. Altran North America is committed to promoting equal opportunities for qualified candidates with a physical or mental disability by providing a proper workplace adapted to its disabled employees' specific needs and job requirements.

CANCER@WORK

In France, 400 active people are diagnosed with cancer every day, a fact that prompted Altran to join the "Cancer@Work" association so that it would be able to take more account of the cancer issue in the Group's HR strategies and management practices. Being a member of this association is in line with Altran's greater commitment to raise the awareness of its employees to people in the Company suffering from debilitating illnesses. Co-founder of Club Entreprise & Handicap, Philippe Salle, Group Chairman and Chief Executive was appointed chairman of this association in March 2013. Altran France signed the "Cancer@Work" Charter and launched a plan of action to promote the insertion and job security of employees directly or indirectly affected by cancer and to improve their quality of life in the workplace.

YUMP (YOUNG URBAN MOVEMENT PROJECT)

Yump[®] is a start-up accelerator programme launched, with great success, in Sweden in 2008 to boost entrepreneurial projects in working-class areas. The first YUMP programme in France was launched in 2013 in the Paris region. The successful candidates benefit from six months of support provided by partner companies at the Yump Business Academy.

At the official presentation of the successful candidates taking part in the first Young Urban Movement Project (YUMP) Academy in France, the Altran Group announced its decision to back this initiative and become a partner in YUMP. For six months, Altran provided the candidates who had been accepted into the YUMP Academy with the support they needed to fulfil the conditions relative to job and value creation. This support involved the drafting of business plans, seeking partners and identifying ecosystems offering the possibility of building networks, etc.

GENERATION CONTRACT

In 2013, Altran France signed a collective agreement relative to the generation contract with four of its trade unions. The objectives of this agreement are three-fold: permanent employment contracts for the under 25s, job security and employment of staff members over 50 and the transmission of skills and savoir-faire. A joint monitoring commission meets once a year to ensure that this agreement is correctly applied and interpreted.

WOMEN IN ENGINEERING

After its official launch at the Paris Airshow in June 2013, the "Women in Engineering" network went on to chair a series of conferences and workshops at the 2013 season of the Women's Forum Global Meeting in Deauville, France. The network was launched on the initiative of a group of Altran directors and several influential women to strengthen the position of female engineers in all scientific professions, facilitate their access to top-management positions, and demonstrate the valuable contribution women can make to enhance performance and innovation.

The "Women in Engineering" network, the only inter-company platform devoted to international engineering executives, serves as a forum for highly-motivated professional women sharing a common ambition to contribute towards making a concrete change in society and driven by the same aspirations for business performance and growth. In essence, the network will serve to enhance the entire engineering sector and as such strengthen the appeal of an activity in constant need for innovation and flexibility at the international level and in a world that is becoming increasingly global.



Read the interview
with BRUNO LESCURE
on our blog
innovation-makers.com

"The aim of Cancer@Work is to promote change in corporate mentality and practices. We believe that this issue has to become considered an integral part of corporate strategies to obtain rapid, tangible results."

— Anne-Sophie Tuszynski
co-founder of Cancer@Work

02.3 — OPEN TO SUGGESTION

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

SOCIAL DIALOGUE

In compliance with legislation in the countries where the Group operates, Altran has staff representatives in Germany, Belgium, France, Italy, Spain (Altran Innovación), Luxembourg and the UK (Cambridge Consultants). In France, the social-dialogue framework comprises a Central Works Council, seven individual Works Councils, several Health and Security Committees and staff representatives. Elsewhere in Europe, Altran staff representatives are organised into local works councils in Germany, union delegations in Belgium, unions in Spain, union federations at the main sites in Italy, and in a works council in Luxembourg. Cambridge Consultants' employees are represented by a staff council. Altran has been promoting the social dialogue for several years now, with the aim of satisfying the requirements set forth in Articles 151 and 153 of the TFEU (Treaty on the Functioning of the EU).

100% of Group employees are covered by a collective agreement in Belgium, Spain, France, Italy and Portugal, and 47% in Germany.

An overview of the Group's collective agreements is given in chapter 9 (section 4.4) of the 2013 Registration Document.

GETTING TOGETHER AND EXCHANGING IDEAS

In several of the Group's operating countries, in-house events and initiatives are organised to enable employees to come together and share their ideas. In 2013, Altran Germany organised a series of three "Meet&More"^③ in-house meetings in nine cities. The purpose of these get-togethers is to inform employees on a regular basis about what's going on in the Company (general news, new clients, projects and players, etc). Employees can anonymously submit questions to Company

managers and dine together. This is an opportunity for the Group's Innovation Makers working in different sectors and on different sites to come together and exchange ideas and points of view.

Altran India employees get together once a year at the annual Altran Day gala. The gala evening is the opportunity for the Company's Innovation Makers to present their personal talents, such as dancing and singing, and to exchange their ideas on the workplace of the future. Staff meetings are also held every three months to inform employees about the Company's results and prospects.

At Altran UK, a "SmallSpace" event is organised every quarter to enable staff members based in Bath to get together and keep abreast of the latest news. "CyberSpace" video conferences are provided for employees who cannot go to Altran's premises and attend the event in person. Once or twice a year, a "BigSpace" event is organised for all staff members.

Eureka!^② is an Internet platform where Altran employees can propose ideas, submit innovative solutions to improve the functioning of the Company and exchange their points of view on nine themes, including attracting and retaining new talent, services & infrastructures, and innovation. Challenges and competitions are organised regularly to stimulate idea generation. Since the launch of this programme in 2012, over half the employees at Altran Spain have taken part, resulting in the implementation of 89 innovative initiatives. ►►►



Read the interview
with GONZALO JIMÉ-
NEZ MARTÍN
on our blog
innovation-makers.com



Read the interview
with KATJA DEUTSCH
on our blog
innovation-makers.com



FOCUS / INNOVATION-MAKERS.COM

A blog dedicated to Group employees

In April 2013, the Altran group launched www.innovation-makers.com, a blog to showcase each and every one of its 20,000 Innovation Makers around the world. The idea is simple: to promote the Group's human resources, its major asset. For this reason, the blog is people-centred and comprises human-interest news stories and features, such as "offbeat" personality profiles, consultant-of-the-week spotlights, team presentations and CSR commitments, as well as employees' personal sites and blogs. The blog also presents Altran's professional and individual talents and offers candidates an insight into what it's like to be a member of the Altran group. Altran's Innovation-makers.com blog received the "Blog of the Year" prize at the 2013 European Excellence Awards. This is one of the most prestigious international awards ceremonies held every year to reward the most remarkable corporate communication strategies in Europe.



02.3 — OPEN TO SUGGESTION

FACILITATE THE TRANSMISSION OF INFORMATION

Given the specific nature of Altran's consulting business, with nearly three quarters of the Group's consultants working on assignment at client facilities, digital communication (intranet site, e-mail, social networks) is the main means of internal communication and exchange. Once a month, the Group's corporate communications department distributes a newsletter to all staff members, worldwide. The purpose of this newsletter is to transmit and share the latest information concerning Altran's national entities, as well as corporate news. This information is also posted as daily news on the intranet. Altran is currently revamping its intranet network to ensure optimised connection from several supports (computers, tablets, cell-phones), as well as access to personalised data depending on user requirements; all in a single tool. The new version of Altran's intranet is designed to facilitate communication (exchange of ideas, etc.) between employees, by offering users a simpler and more efficient form of connection.

Altran's corporate and national pages on Facebook, LinkedIn and Twitter, etc. serve as a platform for passing on information and exchanging ideas on the life and events of the Company.

All of Altran's operating countries are integrated in a communal platform of Internet sites. Altran's corporate and national web sites present the Group, its main commitments, services, news, financial information and job offers, as well as the entire product services range of each national entity. In 2013, Altran developed its platform to allow users optimal access from all types of device (computers, tablets, mobile telephones). This Responsive Web Design platform will be put on line in 2014.

Altitude, Altran's flagship communication tool, is a scientific and technological magazine. Launched ten years ago, the magazine is distributed to all Altran employees, graduates and external subscribers worldwide. Since the makeover of the magazine in 2012, every issue contains a dedicated article on one of the Group's Innovation Makers who is also featured on the cover page.

HEALTH AND SAFETY AT WORK

Altran is committed to preserving the health and safety of its employees in compliance with EU directives, and national legislation and regulatory requirements in the countries where it operates. Health and safety strategies as well as professional-risk prevention plans

are defined at the national level. Risks linked to Altran's businesses include:

- professional risks inherent in activities classed as "generic" (missions and business travel);
- risks related to the workplace (premises, work post, emergencies);
- psychosocial risks;
- risks specific to some consultants in certain sectors of activity: ionising radiation, CMR (Carcinogenic, Mutagenic, Reprotoxic) agents and bio-agents.

In France, professional risk protection measures have allowed for the control of specific risks and those linked to the workplace. Altran France is stepping up efforts to prevent an increase in the number of road-travel accidents during missions and accidents caused by slips, trips and falls. The Group launched an awareness campaign in 2013 which will continue in 2014. This year, Altran France reiterated its objective to reduce the level of work-related accidents by 10% on year-earlier levels.

The number of work-related accidents, their frequency and rate of severity, as well as the number of occupational illnesses, the rate of absenteeism and Occupational Safety and Health (OSH) committee data are given in Chapter 9 (section 4.5) of the 2013 Registration Document.

QUALITY OF LIFE IN THE WORKPLACE

Altran Spain has implemented a number of flexible measures to help staff members harmonise their professional and private lives and provide support for those who are parents. As a result, the Company retained its status as a certified Family-Responsible Company (FRC). This certification testifies to the fact that a continuous improvement strategy has been implemented to enhance the quality of employees' lives.

Many Altran's national subsidiaries offer activities and services geared to promoting a feeling of well being in the workplace and helping employees strike an even balance between their private and professional lives. Initiatives vary according to the country of operation and include mentoring, stress management and sports activities, as well as the in-house distribution of fruit and bio-baskets, concierge services and corporate crèche facilities. For the third year running, Altran France participated in the *J'aime ma boîte* ("I love my firm") programme in which employees were invited to take part in photo competitions and surprise events.

02.4— RAISING AWARENESS

At the Group and national levels, several initiatives and programmes were implemented and events organised throughout the year to raise the awareness of employees to sustainable development issues.



ENVIRONMENT

1 Altran raises the awareness of its employees in several ways to the question of reducing the environmental impact of its activity, notably via integration seminars, its participation in dedicated conferences, the publication of orientation guides and eco-gesture best practices, as well as the distribution of posters and news updates posted on the intranet or distributed by mail.



2 In 2013, Altran Spain organised a day devoted to raising staff awareness to bird life (creation and installation of birds' nests, bird-watching in the wild).

DIVERSITY

3 Altran raises its employees' awareness to the challenges of diversity. In 2013, Altran France's *Mission Handicap* distributed an awareness-raising brochure in the form of a comic book.

HEALTH AND SAFETY

Altran develops various tools to raise its employees' awareness to the question of health and safety in the workplace. These notably include an e-mail campaign to raise staff awareness to risks, conferences with healthcare professionals, and communication on the subject of psychosocial risks.

DATA PROTECTION

Altran has implemented an on-line, awareness-raising tool to assess its new employees' knowledge of risks related to the protection of their digital data, and to instruct them in best practices.

CSR

Altran raises its employees' awareness to its CSR strategy via a dedicated page on the Group's blog, intranet and Internet news, special issues of magazines, and new-recruit training programmes.

PRO-
GRESS



A COMMITTED PLAYER

WE INNOVATE FOR SOCIETY AND THE ENVIRONMENT

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

Fostering PROGRESS
for the common good.

03.1— INNOVATION MAKERS

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

Innovation is Altran's DNA and its most highly valued asset. The Group promotes a culture of innovation and supports the innovative spirit of its collaborators via Altran's international competition and in-house research programmes.

SAFER PHARMA FOR THE WORLD

– THE i PROJECT WINNER

Developed by Corinne du Chaxel in France, "Safer Pharma for the World" is a solution designed to facilitate medicine traceability in a bid to combat counterfeit drugs. 100,000 people die every year from using counterfeit medicines. At present, it is impossible to trace drugs from the time they leave the pharmaceuticals laboratory to their arrival on chemist shelves or at hospitals. "Safer Pharma for the World" will enable Altran to reference all processes and traceability methods in order to establish a common international standard for all stakeholders, from pharmaceuticals companies to healthcare institutions and of course patients.

VIRTUAL POWER PLANT

– THE i PROJECT WINNER

Developed in Germany by Konrad Mussenbrock, the "Virtual Power Plant" project is a smart, green-energy management platform designed to reduce electricity prices and optimise the renewable electricity production-consumption balance in a dynamic way. The platform automatically compensates fluctuations in production, either by storing electricity or by deferring demand from major customers, thus generating cost-savings and additional revenues for the different stakeholders.

Thanks to the "Virtual Power Plant", green-energy suppliers can now ensure a reliable supply of electricity on a par with conventional power plants, but at a lower and less volatile cost.

SUPPORTING IN-HOUSE RESEARCH

Altran Research, the Group's French-based internal R&D department, carries out research programmes in many different fields, including e-health, mobility and transport, energy, business intelligence, new information, communication and sustainable development technologies. The projects developed by Altran require a wide range of skills and innovative approaches: new methodologies, tools and products, as well as new complex systems that have to be modelled and validated at the functional, technological and systemic levels. The Group's R&D strategy is also designed to ensure the sustainable value of these solutions by measuring their impact at the social, environmental and economic levels. Altran Research promotes the practice of "responsible" innovation by integrating all the potential impacts of a given solution on a product or service, during the early stages of development. Two notable examples are MMOD (Micrometeoroid/Orbital Debris), and SEARRCH (Sustainability Engineering Assessment Research for Recycled Composites with High value). The MMOD project is designed to optimise the performance of satellites by shielding them from orbital debris and micro-meteoroids. The SEARRCH team assesses the sustainability of recycling processes for composite materials used in the aeronautics industry. In 2013, the teams at Altran's Barcelona-based Excellence Centre specialised in e-vehicle technologies, finalised the design of its concept car, the eMOC. This "smart" city car, blends customer personalisation with energy efficiency. The aim is to create attractive, ergonomic, light-weight vehicles that are easy to drive and park in the city. Modules can be added to the standard coupling system to facilitate the personalisation of the vehicle according to customer needs (power, energy efficiency, cargo capacity, number of seats, battery charge capacity, etc.).

**no need
to have
a rocky
voice...**

**we still have
an idea to make
you a star!**

FOCUS / INNOVATION IN-HOUSE COMPETITION

THE *i* PROJECT

Altran launched this in-house innovation competition to identify and lend support the innovations of the Group's consultants and satisfy its clients' needs worldwide, whatever their industry and sector of activity. THE *i* PROJECT is open to all of the Group's Innovation Makers. The purpose of this programme is to support innovation in all its forms: technical and services offers, and business models, etc. Innovation-Maker projects must be original, of interest to the majority, in keeping with Altran's strategy and have an impact on the Group's clients, reputation and appeal, etc.

Up to 10 projects are financed every year. These projects are selected by a jury comprising Altran experts with technical and business experience. Launched in 2013, the competition rewarded five projects last year in the fields of healthcare, energy, intelligent systems, brainstorming tools and complex system security.



03.2— SERVING THE COMMON GOOD

Via the Altran Foundation for Innovation and other skills-sponsoring activities, Altran's aim is to mobilise its experts to stimulate innovation for the common good.

THE ALTRAN FOUNDATION FOR INNOVATION

The Altran Foundation for Innovation was founded in 1996 for the purposes of promoting technological innovation for the common good. To carry out this mission, the Foundation organises several national scientific competitions every year, and awards prizes to the technological innovations which best serve the common good. The national prize winners then qualify to participate in the annual international competition.

In 2013, Belgium, Spain, Italy, Portugal and the UK chose themes based on the conservation of food resources, combining sports and technology to serve the common good, the conversion of waste into energy and the responsible use of innovation and intelligent systems.

The Altran Foundation of Innovation offers skill-based sponsorship to the laureates of each participating country. Each national prize winner receives six months of support from Altran engineers with a view to speeding up and ensuring the development of their projects.

If they wish, Altran consultants can become involved at different stages of the annual award process. One possibility is to become a candidate coach^①. The aim here is to answer candidates' questions about the mission of the Foundation and how the competition is organised, and to help them draft their applications.

Every year, Altran consultants also award an Innovation Makers prize to one of the national laureates by casting their votes on the Group's Facebook page. In 2013, the Innovation-Makers award went to Francesca Raganati's Italian prize-winning project which is designed to convert sugar derived from food waste into biofuel (biobutanol). Francesca

Raganati and her team of experts investigated the possibility of developing an integrated system for the fermentation and butanol-recuperation process. The type of biofuel thus obtained can be used as fuel in automobiles and as a solvent in the manufacturing of chemical products.

SKILLS-SPONSORSHIP PROGRAMMES

As a responsible and committed player, Altran France has developed skills-sponsorship programmes designed to serve the common good. This underscores the values of the Company and contributes towards aligning staff expectations with the project of the Company around such themes as culture, charitable causes and innovation.

As such, in 2013, a team of consultants specialised in information systems lent support to the Quai Branly Museum in Paris^② on a project to digitalise its collection for the purposes of providing easy access for internet surfers, visitors and researchers to the Museum's digitalised data base.

Being a key sponsor of the Arab World Institute, Altran France participated in the development of an international digitalised portal which will serve as an institutional showcase and virtual resource centre providing information on the Arab World.

In 2013, Altran chose to support *Restos du Cœur*, a charity-restaurant association renowned in France for the benevolent actions it carries out to combat poverty. This association is experiencing difficulties related to the repercussions of the increase in its activities on its IT system and logistics.

In 2013, Altran France was also a skills sponsor for the French skipper Maud Fontenoy and her Foundation which offers educational programmes on preserving our oceans.



Read the interview
with MARTIAL EVINA
on our blog
innovation-makers.com



Read the interview
with COSTANZA
PLUCHINOTTA
on our blog
innovation-makers.com

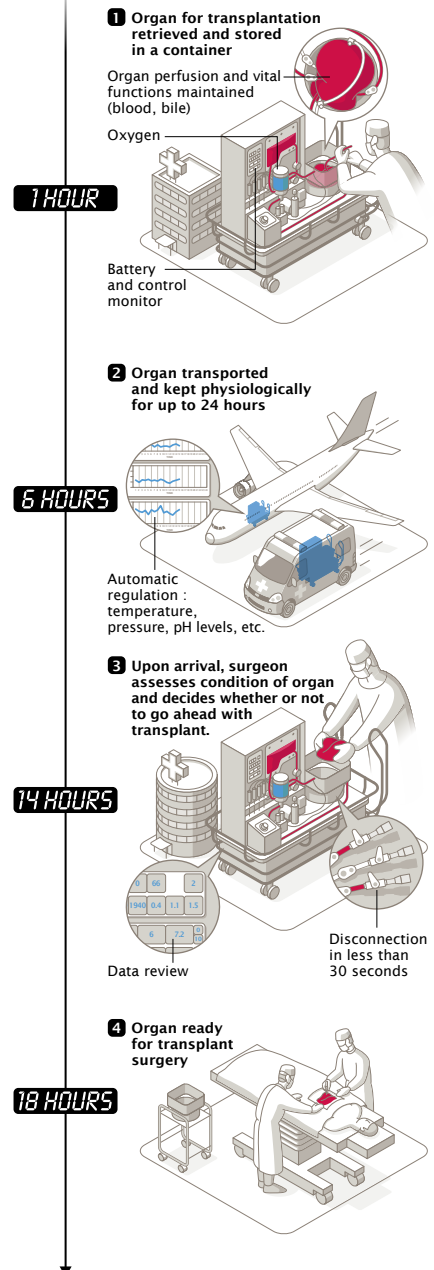


The international prize-winner

OrganOx metra™ will benefit from one year of support from the Group's team of experts. Altran will provide its expertise in the fields of healthcare, intelligent systems and aeronautics to prolong the energy autonomy of the device, help it obtain the necessary flight-regulation certifications and eventually propose developments to guarantee the security of the system. Find out more about how this system works here:

ORGAN TRANSPLANTS : LIVING ORGANS FOR LIFE

A typical process with the metra



03.3— WORKING TOGETHER TO CREATE INNOVATIVE SOLUTIONS

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

Altran supports innovation ecosystems and promotes the development of new environment-friendly technologies by participating in joint initiatives with its partners or in conjunction with several players.

OFFICIAL ENGINEERING PARTNER OF THE SOLAR IMPULSE PROJECT

The Solar Impulse project was launched by Bertrand Piccard and André Borschberg, with the aim to create a solar-powered aircraft capable of flying day and night and ultimately complete a round-the-world flight. As an official partner in the project since 2003, Altran and its team of experts have played a key role in helping the Solar-Impulse crew achieve their objectives.

Altran's commitment

Since 2003, Altran consultants have been involved in project management, as well as the development of the mission simulator used to calculate the plane's flight paths and define the best flight strategies. In addition, the Group's team of experts have worked on numerous other aspects of the solar plane, including stress analysis and electric architecture, equipment development and organisation, etc.

2013: the Trans-American flight

After accomplishing the first day-and-night flight in 2010, the first internal flight in 2011 then the first inter-continental flight in 2012, the solar plane continued to push back the boundaries in 2013. Guided by Altran's team of experts, the solar plane completed a six-stage trans-American flight from San Francisco to New York.

REINVENTING COMMUNITY LIVING

Altran Pr[i]me is coordinating the development of the Smart City+ project in France, a unique digital platform dedicated to services and close-proximity communication for local residents and various public and private-sector players in the city. Besides coordinating a team of players operating in a variety of

sectors, Altran overseas procedures and heads up a think tank to reflect on the development of new functions of the future platform, centred on the needs of the end-user. The objective of the Smart City+ project is to improve the quality of community living by strengthening the dynamics at the economic, cultural and social levels and reinforcing the sense of solidarity between local residents and public and private-sector players.

PROMOTE AND STIMULATE INNOVATION

Altran also participates in several initiatives to stimulate the innovation ecosystem and promote innovation with its stakeholders.

In France, Altran is a member of the Management Board and the Committees of the international competitiveness cluster, Systematic. The Group provides guidance on strategy orientation, promotes open innovation, and supports the international development of innovative SMEs.

In 2013, Altran Italy joined Energy@Home, an association which helps to develop and promote domestic energy-saving technologies. The association fosters the interaction and interoperability between users of communication devices and the energy infrastructure. Every year, Altran Spain publishes a book on the subject to help professionals understand and promote innovation within their organisations. The fourth book in the series, entitled "How to manage innovation", was published in 2013.

In the UK, Altran forged a partnership with a college in Bath to promote innovation with adolescents. Within this context, Altran's engineers helped these young people to discover the world of engineering by involving them in a rocket-model design project with a view to taking part in a national competition.

Altran guides Solar Impulse across America

For the Solar-Impulse team, the solar plane's Trans-American flight in the spring of 2013 was an indispensable step towards meeting its goal of making a fuel-free, round-the-world flight in 2015. The challenge of accompanying the solar plane on a fuel-free mission spanning more than 5,000km once again motivated Altran's teams to take part in this incredible adventure. In order to define the flight paths for the mission, our teams had to make complex strategic flight planning decisions to take into account the constantly-changing weather conditions from one region to the next, the high levels of air traffic and the diversified US landscape.

This is why, even before take-off, the work that Altran carries out in close collaboration with meteorologists is of vital importance in determining the flight-path possibilities open to the solar plane. Altran developed a set of analysis and calculation tools for the purpose of making in-flight decisions. Modelled on complex phenomena integrating meteorological and air traffic control data, these tools enable rapid decision-making throughout the flight, from take-off to touch-down. To calculate the possible dates and optimum flight paths that would give the pilots the best chances of success, Altran experts, Christophe Béseau and Stéphane Yong, had to explore several billion potential flight paths.



03.4— DONATE, COLLECT SING, MEET

Altran participates in numerous charitable causes by taking part in events, collections and donations organised for specific charities, and provides financial assistance to associations and non-governmental organisations (NGO).

VOLUNTEERS FOR A DAY

Altran Italy launched *Volontari per un giorno*, a programme offering employees the opportunity to participate in charitable associations. Within the context of this programme, an employee in Italy spent an evening meeting and helping the inmates of a Milan shelter.

SING, PLAY AND RUN FOR A GOOD CAUSE

Altran Spain organised a "Sound of Hope" concert in Madrid to raise funds for an employee's daughter who was suffering from a rare illness. In Barcelona, Altran's teams organised a lip dub fund raising event. For every "like" recorded on Altran Spain's Facebook page, the company donated one euro to a hospital specialised in combating childhood cancer. In 2013, Altran France renewed its participation in the 20km Paris marathon to collect funds for the *Enfants du Mékong* Association. A group of Altran North America managers participated in golf tournaments to raise money for several charitable organisations.

COLLECTIONS AND DONATIONS

Altran Italy invited a clothing company to set up temporary sales outlets in its premises in Rome, Turin and Milan and donated part of the profits to a charitable project.

In North America, Belgium, Spain, India and France, Altran organised collections of toys, food, clothing, books and portable telephones which were subsequently donated to several charitable associations including Toys for Tots, the *Restos du Cœur* and an orphanage.

In France, Portugal and India, Altran organised Blood Donor Days to encourage employees to donate blood ③.

Altran Portugal launched "Make Someone Happy", an initiative offering small groups of company employees the opportunity to organise charitable events several times a year. Within the context of this programme, a collection of food for under-privileged children and a bird-nest creation workshop were proposed.

FINANCIAL SUPPORT FOR ASSOCIATIONS AND NGOS

A Senior Business Manager at Altran Germany, who qualified for the Ironman Triathlon final in Hawaii, sought sponsorship from the company and his colleagues for his participation in this event to raise funds for the bone-marrow donor association, DKMS. This German association had found a donor for a young girl suffering from leukaemia who was a member of his sports club.

In the UK, Altran's Intelligent Systems teams based in Bath set up a charitable-initiative committee to raise corporate funds to support children and the fight against cancer. This association provided financial support to several associations, including the Wallace&Gromit Foundation, Bibic and the Dorothy House Hospice Care.

Altran Italy supported the Handibike Tour of Italy and the Telethon. Altran Scandinavia continued to support the Swedish humanitarian association, *Plan International Sverige* and also backed the Swedish childhood cancer foundation, *Barncancerfonden*. As in 2012, Altran North America made a donation to the Red Cross last year.



Read the interview
with SANDRA LOPES
on our blog
innovation-makers.com

03.5— LIMITING OUR ENVIRONMENTAL IMPACT

GLOBAL
COMPACT N° 7
Apply a pre-
cautionary
approach to
environmental
issues

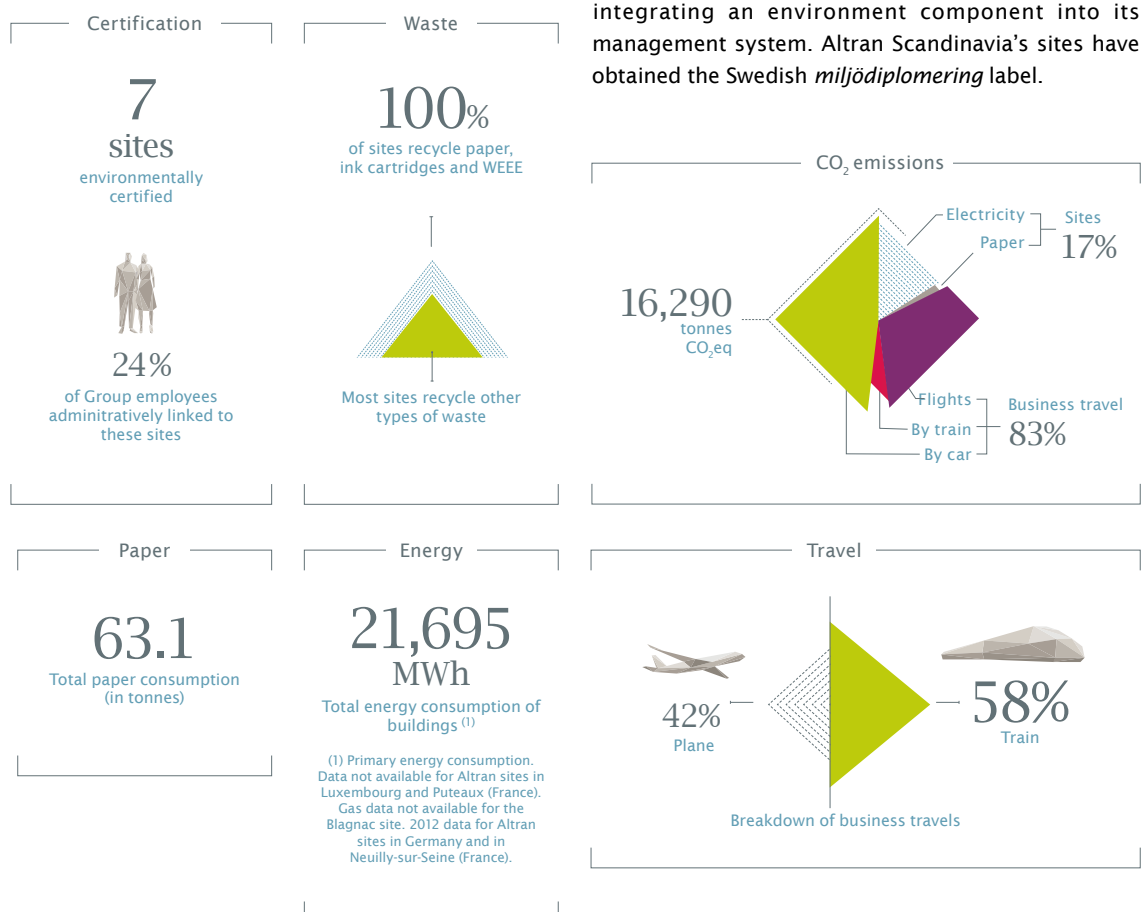
GLOBAL
COMPACT N° 8
Undertake
initiatives to
promote greater
environmental
responsibility

The development of Environmental Management Systems (EMS) enables Altran to measure and limit the impact of Group transport, and site operations.

Since Altran is an intellectual services provider, the main impacts of its activity on the environment stem from the Group's administrative office activities (paper and energy consumption, waste management), staff travel and CO₂ emissions resulting from these activities. In general, the Group's environmental impact and related risks are still limited. Altran is committed to developing strategies, management systems and initiatives to improve the measurement and reduce the extent of its environmental impact.

ENVIRONMENTAL MANAGEMENT

Seven of Altran's sites in Belgium, Spain, Italy and the UK (Cambridge Consultants) have obtained environmental certification (ISO14001 and/or the "Ecodynamic Enterprise" label). 28% of the staff included in Altran's environmental scope of information and 24% of the Group's total workforce are administratively attached to these seven certified sites. In all of the other countries included in Altran's environmental scope of information, the Group is developing initiatives to measure and reduce the environmental impact of the Group's activity. In particular, in 2013 Altran France assessed the environmental impact of its major sites with a view to integrating an environment component into its management system. Altran Scandinavia's sites have obtained the Swedish *miljödiplomering* label.



03.5— LIMITING OUR ENVIRONMENTAL IMPACTS

ALTRAN SITES

To carry out its business, Altran operates 72 sites in the ten countries comprising the Group's reporting scope featured in the Company's management report. 24 of these are considered major sites and included in the scope of environmental indicators. Details of the sites integrated in the Group's scope of environmental indicators are given in chapter 9 (section 4.20) of the 2013 Registration Document.

Paper and water

To reduce paper consumption, tools have been implemented to monitor printing, and automatically configure printers to print in black and white and recto/verso. Individual printers have been replaced by collective models, and paperless solutions introduced for certain documents (administrative management, as well billing, etc.).

Given the nature of Altran's activities, water consumption is limited to domestic use (toilets, showers, wash-hand basins, kitchen sinks, dish washing machines, coffee machines, and water fountains, etc.). All water consumed by the Company is drawn from urban water reserves.

Energy

In keeping with its strategy to reduce energy consumption, Altran either selects HEQ (High Environmental Quality) buildings for its offices or occupies smaller surface areas. Some sites have chosen to install energy-saving lighting and air-conditioning systems to ensure that power is automatically shut down outside office hours, while others have opted for smart lighting systems that use sensors to measure the movement and degree of daylight. At sites where neither of these automatic systems have been installed, a security agent ensures that lights are switched off. The Group also uses energy-efficient hand-dryers and kettles.

Waste management

Altran is gradually equipping all of its sites with facilities to sort and recycle waste generated by its activity. All sites in the Group's environmental scope of information are equipped with sorting facilities to recycle paper and ink cartridges, as well as electrical and electronic waste (WEEE). Most sites are equipped

to sort and recycle plastic, light bulbs and light tubes, metal packaging and cans, glass, batteries, air-conditioning cooling liquid, cleaning-products and plastic containers.

STAFF BUSINESS TRIPS

In 2012, Altran implemented a continuous progress approach to assess more accurately and exhaustively the impact of staff business trips, the aim being to measure the environmental impact of group travel by car, plane and train. Business trips by car include company cars, employee vehicles used for business purposes, and car rentals.

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

CLIMATE CHANGE

Altran's commitment to the protection of the environment prompted the Group to develop several projects focused on measuring and reducing CO₂ emissions and developing more environment-friendly innovative solutions. Altran develops sustainable solutions for its clients in a variety of fields: technology, mobility and the sustainable city, energy efficiency and renewable energy, as well as the corporate management of environment and health, etc. An internal research programme has been in place since 2009 for the purposes of developing skills and tools geared to enhance the sustainable value of solutions, products and services. Because of its sector of activity, Altran does not expect risks either of a regulatory nature or related to material changes caused by climate change to have a significant impact on the Group's financial situation.

04.1 — METHODOLOGY

CSR REPORTING

In 2012, the Altran Group adapted its CSR reporting to take into account requirements set forth in Article 225 of the French Grenelle 2 law (Grenelle de l'environnement). A chapter dedicated to CSR is included in the Management Report (Chapter 9, Section 4) of the 2013 Registration Document. An attestation of completeness and a fairness report issued by the Group's statutory auditors are included in Appendix 3 of the 2013 Registration Document. The CSR report completes the information given in the Registration Document, details the key events and projects developed throughout the year and provides additional information relative to Altran's social responsibility. This additional information is not a legal requirement but is expected by Group stakeholders.

REPORTING PERIOD

This report covers the period from 1 January to 31 December 2013. Unless mentioned otherwise, all of its contents relate to activities carried out in 2013. Every year, Altran publishes information concerning its Corporate Social Responsibility (CSR) strategy. The contents of the previous report, published in June 2013 relate to activities carried out in 2012.

REPORTING SCOPE

Altran's scope of human-resources, environmental and social indicators in the CSR report is identical to that defined within the context of the Group's continuous improvement approach regarding the human-resources, environmental and social information contained in the 2013 Management Report. In 2013, the regional scope of consolidation comprised ten countries: Germany (excluding IndustrieHansa), Belgium, Spain, France, India, Italy, Luxembourg, the Netherlands, Portugal and the UK. The regional scope of consolidation is detailed in Chapter 9 (Section 4.20) of the 2013 Management Report.

The CSR report also includes information relative to Altran's legal entities and main sites in the US, Scandinavia and Switzerland. All information related to the countries herein listed is specified as such in the CSR report. Luxembourg was integrated into the CSR reporting scope in the Group's 2013 report. [G4-23].

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

- Altran Solutions (US)
- Altran Technologies Sweden AB, Altran Sverige and Altran Norway AS (Scandinavia)
- Altran Switzerland

INDICATOR AND INFORMATION SELECTION CRITERIA [G4-18]

When defining the contents of this report, Altran's objective was to give a balanced and coherent overview of the Group's actions and performances at the environmental, economic, human-resources and social levels, without omitting any information that could influence or be considered pertinent to stakeholders.

In the preparation of this report, Altran adopted the Global Reporting Initiative (GRI) directives set forth in version 4 of the GRI's "Sustainability Reporting Guidelines" (GRI -G4) defining the principles, directives and contents required in sustainable development reports. The report has been prepared in accordance with the directives, according to the "Core" option. The joint approach used to draw up this report was coordinated by Altran's Communications Department, the Group's foreign CSR correspondents and its divisional Managers and teams responsible for Group stakeholder relations.

This process is based on a forward-looking approach designed to improve the pooling and coordination of information collected and communicated, to include information relative to new performance indicators and to extend the geographic coverage of these indicators.

Altran has endeavoured to comply with the principles of Sustainability Context, materiality and completeness, as well as the stakeholder inclusiveness with regard to the GRI directives to define and classify the relevant aspects of the Group's activity and determine the indicators and public information contained in this report. Particular attention was made to theme selection and relevance criteria assessed by non-financial rating agencies for investors and clients. The identification of material aspects was also based on defining the most relevant themes and the most important information related to Altran's activity for the preparation of the CSR information published in the Management Report. Procedures used to define the relevant themes and most important information presented in the Management Report were reviewed in the Statutory Auditors' independent third-party report. Stakeholder-expectation analysis also takes into account CSR questionnaires completed with by clients in the context of tender bids, as well as supplier selection and assessment procedures, and the results of in-house employee satisfaction surveys. Other factors taken into consideration include legislation, regulations and Altran's voluntary strategic commitments, the Group's strategy and mission, its key values and operating management systems, employee expectations and initiatives developed in the Group's regional markets, as well as the major risks identified, initiatives undertaken with sector players, and the possible contributions in terms of sustainable development of an innovation and advanced-engineering company. [G4-26].

Depending on the relevance of the GRI indicator and the related information available in 2013, Altran has respected all of the GRI indicator requirements, adapted the GRI indicator or defined its own ad hoc indicator.

The CSR reporting scope has been extended in 2013 to include the updated directives of the Global Reporting Initiative. Altran's 2012 CSR report was based on version G3.1 of the GRI directives, with a B application level [G4-23].

Relevant themes have been organised by area of commitment. For each theme, Altran has presented one or several major examples and/or a progress review. This report is designed for all Group's stakeholders, as specified in the first part of the report.

MATERIAL ASPECTS [G4-19]

In accordance with the Group's reporting framework and GRI processes for defining report content, the following aspects are considered relevant with regard to Altran's intellectual services. Given that all of the Group's entities included in Altran's CSR reporting scope specialise in intellectual services, any given aspect that is considered relevant, is deemed as such for the reporting scope as a whole. [G4-20].

Material aspects within the organisation

Economic aspects

- Economic performance
- Market presence
- Indirect economic impact
- Purchasing practices

Environment

- Materials
- Energy
- Water
- Biodiversity
- Emissions
- Waste
- Transport
- Supplier environmental assessment

Human Resources

- Employment
- Labour / Management relations
- Occupational health and safety
- Training and education
- Diversity and equal opportunities
- Equal remuneration for women and men
- Supplier assessment for labour practices
- Labour-practices grievance mechanisms

Human Rights

- Non-discrimination
- Freedom of association and collective bargaining

Social aspects

- Fight against corruption
- Public policies
- Anti-competitive behaviour
- Compliance

Responsibility related to products

- Customer Privacy
- Compliance

Aspects related to human rights, forced labour and child labour may be considered relevant outside of the organisation, notably in the context of the Group's supply chain where the legislation in certain countries does not completely ensure the respect of these fundamental principles. Other material aspects outside of the organisation in its supply chain are treated in the indicators relative to supplier assessment.

Solutions developed by Altran to meet its clients' CSR challenges, presented in Chapter 1, Section 1 of this report have an indirect impact, notably with regard to the environment, and, as such, are considered relevant for Group clients outside of the organisation.

REPORTING FRAMEWORK

A reporting framework for human-resources, environmental and social data was drawn up and deployed in 2012 and updated in 2013. This reporting tool will be updated every year to take into account consolidation and data verification, contributor and Statutory Auditor comments, the progress plan, and any changes in Global Reporting Initiative guidelines. This framework provides details of the methods used to obtain indicator feedback relative to scope, frequency, definitions, main methodologies, calculation formulas and standard factors. The methodologies implemented for certain indicators may be limited and could therefore be a source of uncertainty given the use of estimates in the case of missing data, calculation errors and omissions, and simplifying assumptions.

RESPONSIBILITIES AND CONTROLS

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

The report of the Statutory Auditors, acting as independent third-party bodies, concerning the Group's consolidated human-resources, environmental and social information presented in Appendix 3 of the 2013 Registration Document details the nature and extent of their work. The conclusions rendered in the Statutory Auditors' report provided limited assurance that, on the whole, the CSR Information (Chapter 9, Section 4 of the Management Report) is fairly presented, in all material respects, in accordance with the Reporting Criteria adopted (Fairness Report regarding CSR Information) [G4-32/G4-33].

The Global Reporting Initiative has verified the integration of information relative to relevant aspects and scope, as well as stakeholder implication "Materiality Matters' Check".



CONTACTS

Altran's 2013 CSR Report is issued for public information and can be consulted on the Group's Internet site: www.altran.com.

All comments and questions concerning this report should be addressed to the Group CSR Manager:

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

04.2 — CROSS REFERENCE TABLE

The 2013 CSR report has been prepared in compliance with version G4 of the Global Reporting Initiative directives, in accordance with the “Core” option.

Global Reporting Initiative G4 – Summary of contents

Profile

GRI	Information	CSR Chapters (pages)	RD Paragraphs	Additional information	External assurance*
G4-1	Chairman’s message	00.2 00.3 00.4 00.6 01 02 03 (4, 5, 6, 7, 10, 11, 13, 21, 33)		Information concerning Altran’s strategy and commitments, trends that could have an impact on the Company and its CSR strategy, as well as the key events in 2013 and the Company’s goals for the future are given in “The message from the Chairman” and throughout the present report. The continuous improvement approach ensures performance improvement vis-a-vis the key identified challenges which will be the Group’s main objectives in 2014 and beyond. In 2013, Altran made progress regarding the implementation of its commitments and reporting on its actions, as presented in the corresponding sections of this report and in the performance indicators.	
G4-3	Name of organisation	00.1 (1)	5.1.1		
G4-4	Primary products and/or services and related brands		6.1		
G4-5	Organisation’s headquarters		5.1.4		
G4-6	Countries (by name and number) of implantation	00.1 (2)	07 20-Note 2		
G4-7	Nature of ownership and legal form	00.1 (1)	5.1.4 21.1		
G4-8	Operating market		6.2		
G4-9	Scale of the reporting organisation	00.1 03.5 (1, 41)	03 6.2 9.2 9.3 9.4.15.3 17.1.1 20.3.1		
G4-10	Number of employees	00.1 (1)	17.1.1 9.4.1.1 9.4.3		✓
G4-11	Percentage of employees covered by a collective bargaining agreement		9.4.4		✓
G4-12	Supply chain of the organisation	01.4 (19)	9.2		
G4-13	Significant changes during the reporting period		9.1 18.1		
G4-14	Explanation of whether and how the precautionary approach or principle is addressed			Altran is a signatory of the United Nations Global Compact. Progress made related to directive number 7 of the Global Compact is presented in Chapter 3, Section 5 of the 2013 CSR report.	

* 2013 Registration Document (pages 232 to 234)

04.2 — CROSS REFERENCE TABLE

Profile

GRI	Information	CSR Chapters (pages)	RD Paragraphs	Additional information	External assurance*
G4-15	Affiliation to externally developed-human-resources, environmental and social charters, directives and initiatives	00.3 (6)			
G4-16	Membership in associations (such as industry associations) and/or national/ international organisations.			Altran is a member of Syntec Numérique, Syntec Ingénierie and GIFAS in France, and a premium partner member of Autosar in Germany.	
G4-17	Entities included in the consolidated financial statements Entities not included in the report		20 - Note 2 9.4.20	Altran's subsidiaries in Austria, Romania, the United Arab Emirates, Hong Kong, Korea, Singapore, China, Malaysia and Australia are not included in the 2013 CSR reporting scope.	
G4-18	Process for defining report content and aspect boundaries Implementation of reporting principles	04.1 (43)			
G4-19	Material aspects	04.1 (43,44)			
G4-20	Material aspects within the organisation	04.1 (43)			
G4-21	Material aspects outside of the organisation	04.1 (44)			
G4-22	Explanation of consequences and the reasons for any reformulation of information communicated in previous reports			No restatements of information provided in previous reports	
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	04.1 (43)			
G4-24	List of stakeholders engaged by the organisation	00.5 (8, 9)	9.4.15.1		√
G4-25	Basis for identification and selection of stakeholders with whom to engage	00.5 (8, 9)			
G4-26	Approach taken to ensure stakeholder engagement, including frequency of engagement by type and by stakeholder group, as well as specific exchanges carried out in the preparation of this rapport.	00.5 (8, 9) 04.1 (43)		For the purposes of defining the contents of this report, Altran sought the contribution of several of its stakeholders (employees, clients, suppliers) but did not carry out a specific dialoguing approach during the preparation process.	
G4-27	Key topics and concerns raised through stakeholder exchange, and how the organisation has responded. Stakeholders which raised key topics.			Stakeholder expectations identified by the Group have become areas of Altran's CSR commitment and progress. These expectations are at the centre of our actions detailed in this report, namely: to be a partner of excellence for our clients, suppliers and shareholders, a responsible employer for our current and future employees, and a committed player for the society in which we live.	

* 2013 Registration Document (pages 232 to 234)

04.2 — CROSS REFERENCE TABLE

Profile

GRI	Information	CSR Chapters (pages)	RD Paragraphs	Additional information	External assurance*
G4-28	Reporting period	04.1 (43)			
G4-29	Date of last published report	04.1 (43)			
G4-30	Reporting cycle	04.1 (43)			
G4-31	Contacts	04.1 (44)			
G4-32	"In accordance" option the organisation has chosen	04.1 (45)			
G4-33	External assurance of report	04.1 (44)	Appendix 3		
G4-34	Governance structure of the organisation	00.1 (3)	Appendix 1-1		
G4-56	Organisation's values, principles, standards and norms of behaviour	00.2 01.2 (6, 17)			

Information relative to the organisation's management approach (DMA)

GRI	CSR Chapters (pages)	Registration Document Paragraphs
EC	01 / 01.1 / 01.3 / 03.1 / 03.2 (13,14,18,34,36)	6.2 / 9.4.15.3 / 9.4.2
EN	03.5 (41)	Introduction: environmental information
LA	02 (21)	Introduction: human-resources information
HR		9.4.8
SO	04.2 (50)	Introduction: human-resources information 9.4.16
PR	01.3 / 04.2 (18, 50)	9.4.16

Material aspects

GRI	Not material	Not available	CSR Chapters (pages)	Registration Document Paragraphs	Additional information	External assurance*
ECONOMIC PERFORMANCE						
Economic performance						
EC2			01.1 03.5 (14,15,16,42)	9.4.13		✓
Market presence						
EC6				9.4.15.3	At 31 December 2013, 60% of the Group's general managers appointed in the countries contained in the human-resources, environmental and social reporting scope of the Management Report were recruited at the national level.	

* 2013 Registration Document (pages 232 to 234)

04.2 — CROSS REFERENCE TABLE

Material aspects

GRI	Not material	Not available	CSR Chapters (pages)	Registration Document Paragraphs	Additional information	External assurance*
ECONOMIC PERFORMANCE						
Indirect economic impact						
EC7			03.2 (36)	9.4.18.1		✓
Purchasing practices						
		EC9				
ENVIRONMENT						
Materials						
EN1	EN28		03.5 (41)	9.4.11.1		✓
Energy						
EN3			03.5 (41)	9.4.11.2		✓
Water						
	EN9 EN10	EN8	03.5 (42)	9.4.11.1		
Biodiversity						
EN11	EN12 EN13 EN14			9.4.14		✓
Emissions						
EN15			03.5 (41)	9.4.13	The measurement of Altran's greenhouse gas emissions is based on the carbon footprint report published by the Ademe, "The Guide to Emission Factors". Direct gross emissions (Scope 1) 6,169 t CO ₂ eq	✓
EN16				9.4.13	Direct gross emissions (Scope 2) 2,391 t CO ₂ eq	✓
EN17				9.4.13	Direct gross emissions (Scope 3) 7,730 t CO ₂ eq	✓
EN20				9.4.11.3		✓
Effluents and waste						
	EN21 EN22 EN24 EN25 EN26		03.5 (42)	9.4.11.3		✓
Transport						
EN30			03.5 (41,42)	9.4.12		✓

* 2013 Registration Document (pages 232 to 234)

04.2 — CROSS REFERENCE TABLE

Material aspects

GRI	Not material	Not available	CSR Chapters (pages)	Registration Document Paragraphs	Additional information	External assurance*
ENVIRONMENT						
Environmental impact of suppliers						
		EN33	01.4 (19)	9.4.17		√
LABOUR PRACTICES AND DECENT WORK						
Employment						
LA1				9.4.1.2		√
Labour / Management relations						
		LA4	02.3 (28)	9.4.4		√
Occupational health and safety						
LA5				9.4.5		√
LA6				9.4.5		√
LA8				9.4.5		√
Training and education						
LA10			02.1 (23)	9.4.6		√
Diversity and equal opportunities						
LA12			02.2 (25)	9.4.1.1 9.4.7.1 9.4.7.2 14.1		√
Equal remuneration for women and men						
				Annexe 2-8		
Supplier assessment for labour practices						
			01.4 (19)	9.4.17		√
Labour practices grievance mechanisms						
		LA16				
HUMAN RIGHTS						
Non-discrimination						
				9.4.7.3		√
Freedom of association and collective bargaining						
	HR4			9.4.8		√

* 2013 Registration Document (pages 232 to 234)

04.2 — CROSS REFERENCE TABLE

Material aspects

GRI	Not material	Not available	CSR Chapters (pages)	Registration Document Paragraphs	Additional information	External assurance*
HUMAN RIGHTS						
Child labour						
	HR5			9.4.8		✓
Forced and compulsory labour						
	HR6			9.4.8		✓
SOCIETY						
Fight against corruption						
SO4				9.4.16		✓
Public policies						
		SO6				
Anti-competitive behaviour						
SO7					Where necessary, consult the Registration Document, Chapter 4, Section 7 - "Legal Risks" - Chapter 20, Section 8 - "Legal and arbitration proceedings".	
Compliance						
SO8					Where necessary, consult the Registration Document, Chapter 4, Section 7 - "Legal Risks" - Chapter 20, Section 8 - "Legal and arbitration proceedings".	
PRODUCT RESPONSIBILITY						
Product and service labelling						
PR5			01.3 (18)			
Customer privacy						
PR8					Where necessary, consult the Registration Document, Chapter 4, Section 7 - "Legal Risks" - Chapter 20, Section 8 - "Legal and arbitration proceedings".	
Compliance						
PR9					Where necessary, consult the Registration Document, Chapter 4, Section 7 - "Legal Risks" - Chapter 20, Section 8 - "Legal and arbitration proceedings".	

The reasons justifying the irrelevant profile of certain indicators mentioned above are given in the reporting framework developed by and deployed within the Company in 2012 and updated in 2013. These can be obtained from the Group's Communication Department.

* 2013 Registration Document (pages 232 to 234)

04.2 — CROSS REFERENCE TABLE

UN Global Compact

The cross reference table is based on the guidelines of the Global Compact and the Global Reporting Initiative “Making the connection, The GRI guidelines and the UNGC Communication on Progress”, available on the Global Compact’s web www.unglobalcompact.org, and has been updated to comply with version four (G4) of the GRI directives.

Global Compact principles	Performance indicators (GRI – Altran)	CSR	RD
Principles regarding human rights 1, 2	G4-11	01.2	9.4.4
	LA5	01.4	9.4.5
	LA6	04.2	
	LA8		
	PR8		
Principles regarding labour standards 3, 4, 5, 6	EC6	02.2	9.4.4
	G4-11	04.2	9.4.15.3
	Percentage of employees with a recognised disability		9.4.1.1
	Percentage of women employees		9.4.7.1 9.4.7.2
Principles regarding the environment 7, 8	EN1	01.1	9.11
	EN3	03.3	9.12
	EN11	03.5	9.13
	EN15		
	EN16		
	EN17		
	EN30		
Principles regarding the fight against corruption 10	EC2		
	SO4	01.2	

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2013 Corporate Social Responsibility report

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Conception and design

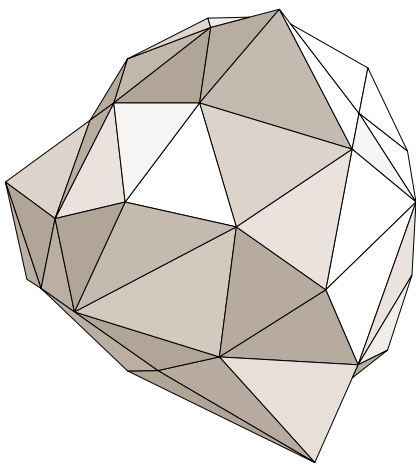
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