

2014
CORPORATE SOCIAL RESPONSIBILITY
AND ACTIVITY REPORT

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PATHWAYS TO INNOVATION

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alTran



2014
CORPORATE SOCIAL RESPONSIBILITY
AND ACTIVITY REPORT

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PATHWAYS TO INNOVATION

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altran

Pathways to 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.

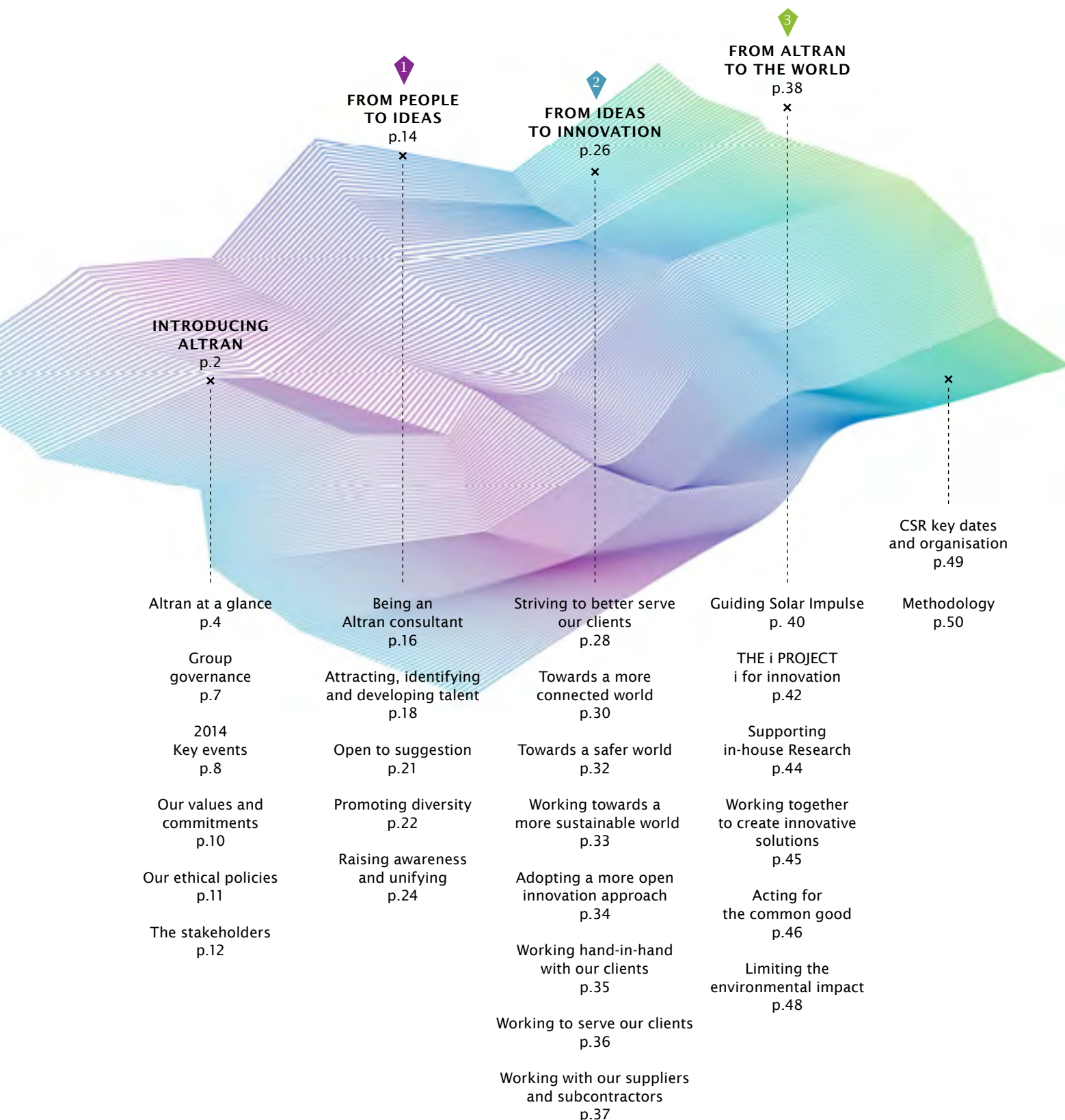
The Group has been providing services for over thirty years to key players in almost every industry, including the Aerospace, Defence, Railway, Automotive, Energy, Nuclear, Healthcare, Telecoms and Finance sectors.

The Group's services offering spans every phase of the R&D cycle, from innovation, design and development, through to prototyping and trials. In addition, the Group lends support during the manufacturing, production and after-sales stages. Altran capitalises on its technological know-how in its five key solutions; Intelligent Systems, Innovative Product Development, Product Lifecycle Experience, Mechanical Engineering and Information Systems.

Altran works hand-in-hand with clients on the pathways to innovation.

ROADMAP TO INNOVATION

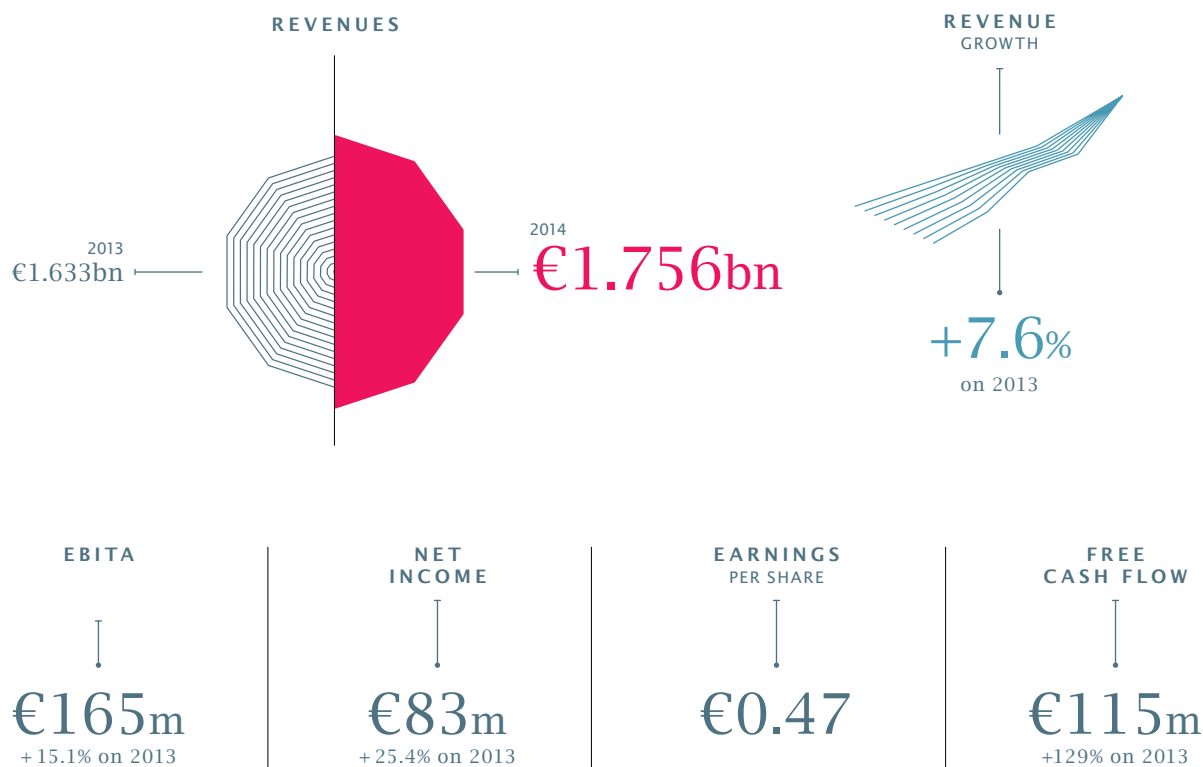
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ALTRAN AT A GLANCE

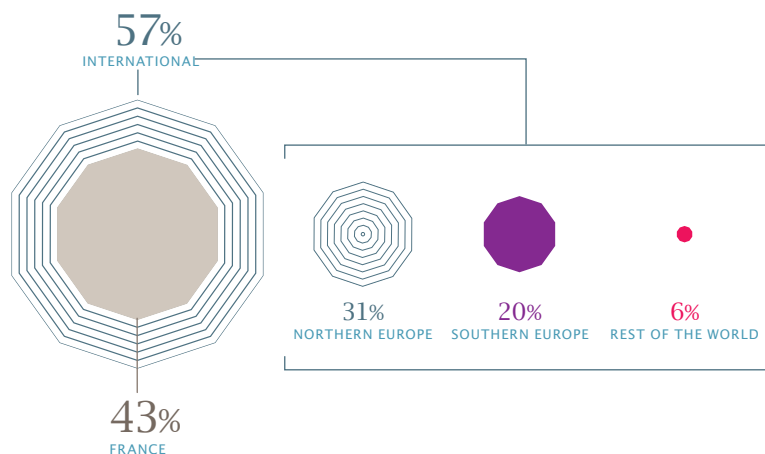
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2014 RESULTS

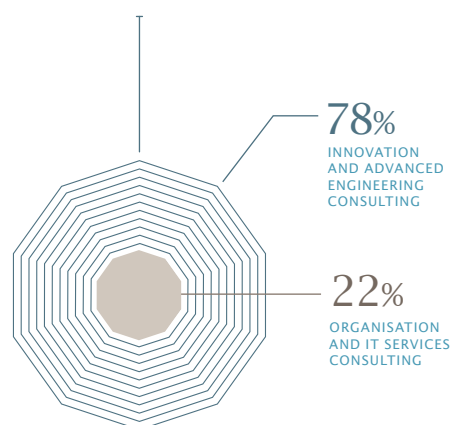


REVENUE BREAKDOWN

BY OPERATING ZONE



BY BUSINESS SEGMENT



REGIONAL MARKETS

EUROPE



GERMANY, AUSTRIA, BELGIUM,
SPAIN, FRANCE, ITALY,
LUXEMBOURG, MOROCCO, NORWAY,
THE NETHERLANDS, PORTUGAL,
THE UNITED KINGDOM,
SWEDEN, SWITZERLAND

ASIA



CHINA, INDIA, THE MIDDLE EAST,
MALAYSIA

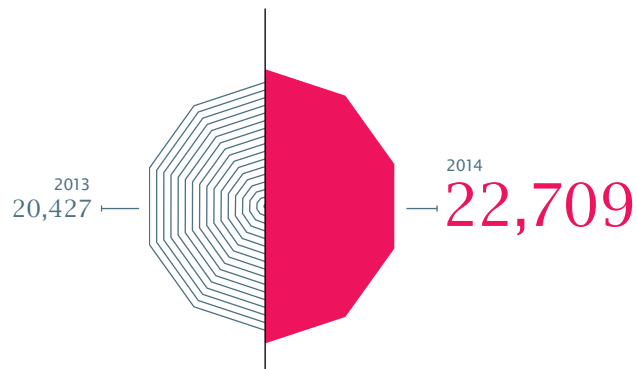
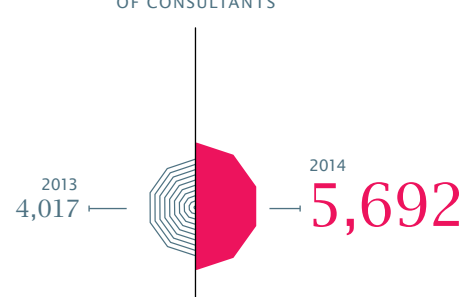
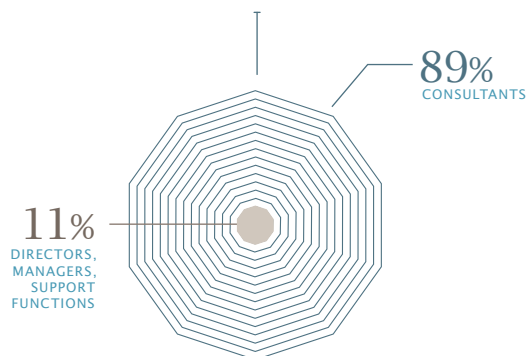
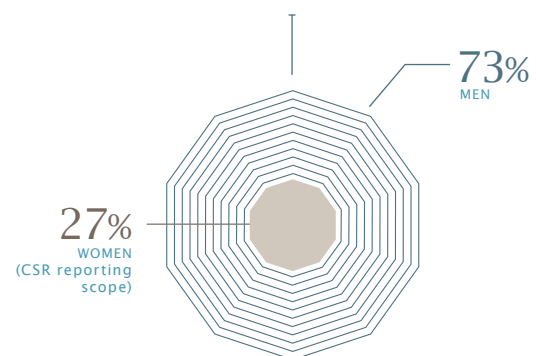
AMERICAS



CANADA, THE UNITED STATES,
MEXICO

EMPLOYEES

WORKFORCE

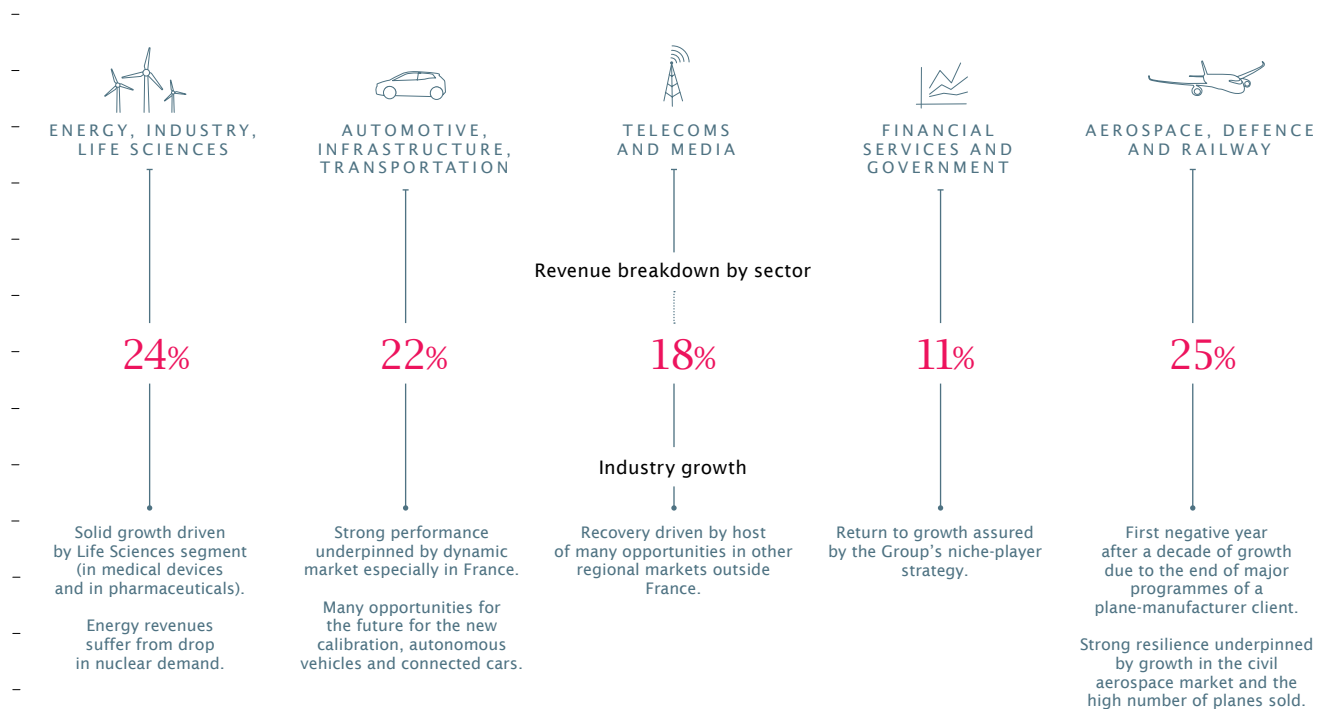
RECRUITMENTS
OF CONSULTANTSSTAFF BREAKDOWN
BY EMPLOYEE TYPESTAFF BREAKDOWN
BY GENDER

ALTRAN AT A GLANCE



SECTORS

Altran partners with key players in several markets:



GROUP SOLUTIONS

Covering five major technological domains



CORPORATE SOCIAL RESPONSIBILITY

3 areas of commitment



GROUP GOVERNANCE

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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 Annual General 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 2014



20% OF BOARD MEMBERS
ARE WOMEN



40% OF BOARD MEMBERS
ARE INDEPENDENT DIRECTORS

MR PHILIPPE SALLE
Chairman of the Board
and Chief Executive

MR JEAN-PIERRE ALIX
APAX PARTNERS SA
(MR MAURICE TCHENIO)

MR CHRISTIAN BRET
MR HANS-GEORG HÄRTER
MR SYLVAIN MICHEL

MRS FLORENCE PARLY
MRS NATHALIE RACHOU
MR GILLES RIGAL

MR JACQUES-ETIENNE
DE T'SERCLAES
MR THOMAS
DE VILLENEUVE

Excluding the staff-representative Director, four of the Company's ten remaining Directors of the Board are independent, in accordance with the criteria laid down in chapter 8 of the AFEP-MEDEF Code and which are included in the internal regulations of the Board of Directors. Qualification for Independent-Director status is reviewed every year, in accordance with the recommendations set forth in the AFEP-MEDEF Code. At present, 40% of the Company's Directors are independent. This level does not completely comply with the AFEP-MEDEF recommendation. However, given that both the Audit Committee and the Appointment and Remuneration Committee are chaired by Independent-Directors and that two thirds of the members of these Committees are also Independent Directors, this percentage does not restrict the correct functioning of the Board of Directors.

At present, two women serve on the Board. This puts female representation on the Board at 20%, which 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 Directors 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 2014 Registration Document.

At the 16 January 2015 Board Meeting, Philippe Salle informed the Directors that he would not be seeking to renew his Director mandate at the Shareholders' General Meeting on 30 April 2015, and that he would be stepping down as Company Chairman and Chief Executive on that date.

THE EXECUTIVE COMMITTEE at 31 December 2014

PHILIPPE SALLE
Chairman and Chief
Executive

CYRIL ROGER
Senior Executive
Vice-President

OLIVIER ALDRIN
Executive Vice-President
and CFO

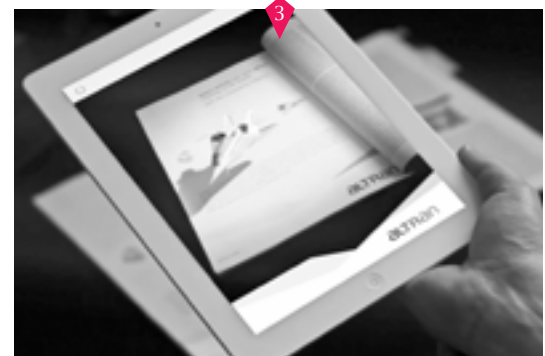
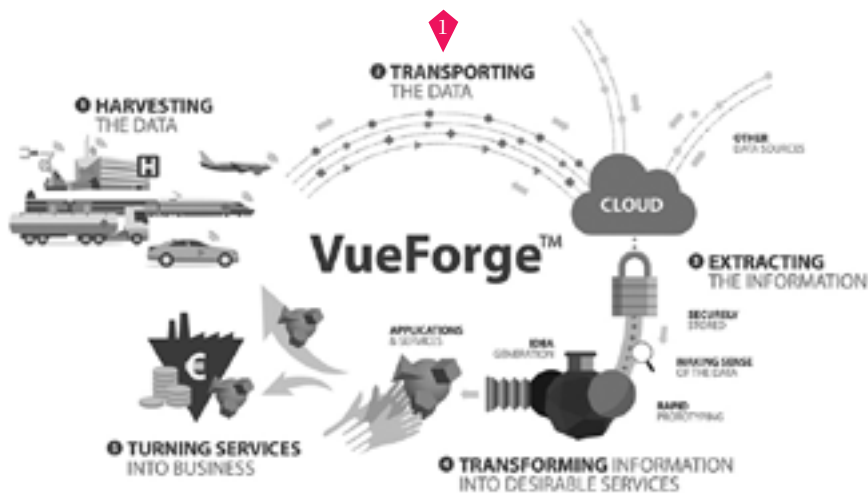
MICHAEL BLICKLE
Executive Vice-President in
charge of Northern Europe

PASCAL BRIER
Executive Vice-President
in charge of strategy,
innovation and Group
solutions

MICHEL BAILLY
Executive Vice-President
in charge of programmes

2014 KEY EVENTS

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*Dynamism*

STRATEGIC ACQUISITIONS

In 2014, Altran expanded its field of expertise and strengthened its teams in several sectors and countries via the acquisitions of Scalae in Sweden, Foliage based in the US and India, Tass in the Netherlands, Concept Tech in Austria, the Telecoms-R&D activities of Beyondsoft and Altran Automotive Technology Shanghai in China.

Innovation

OUTSOURCED R&D

The Group's Innovative Product Development solution is designed to address R&D outsourcing issues that are common to all industries. Altran is perfectly positioned to provide optimal support to clients seeking to adopt a more open innovation approach by outsourcing product production and development within the context of their make-and-buy strategies. From the innovation and concept-creation stages

through to supply chain management, Altran support services are underpinned by the Group's tried-and-tested expertise.

1

Innovation

EXTRACTING VALUE FROM INDUSTRIAL BIG DATA

The number of connected machines is estimated at several dozen billion by 2020. The emergence of this industrial big data market raises the fundamental question as to how big data can be transformed into new business. In response, Altran has developed VueForge™, an industrial end-to-end solution for machine-driven big data enabling data to be harvested, transported and then transformed into information ready to be converted into services, and as such pave the way for new markets.

Excellence

CREATION OF FIRST WORLD CLASS CENTRE

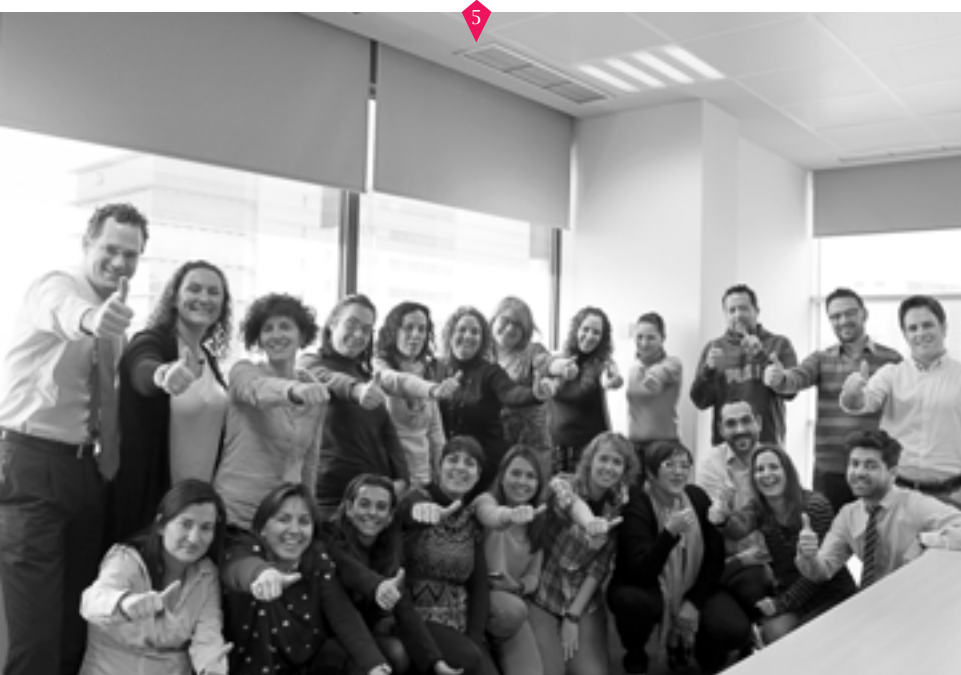
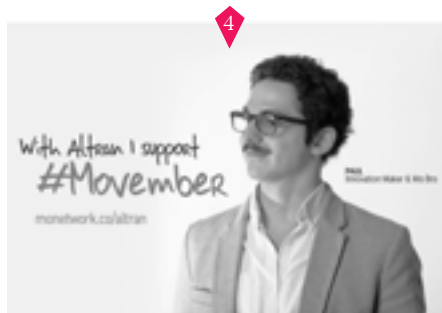
Altran entered into an industrial partnership with Alcatel-Lucent with a view to creating an expertise and telecoms services centre in Orvault (France). With a team of 160 experts, this is the Group's first World Class Centre.

2

Innovation

THE i PROJECT, A SUCCESS TO BE CONTINUED

The success encountered by the Group's first THE i PROJECT winners, such as the Stea2m and Distributed SOA projects, prompted Altran to launch a third season of its Group-wide, in-house competition at the end of the year. The objective is to identify and support our employees' innovative projects that are designed to meet the future needs of our clients, worldwide.



Care

GLOBAL RECRUITMENT CAMPAIGN

The pitch, “Innovations are just ideas waiting to be made”, coined by Altran to attract future Innovation Makers within the context of its global recruitment campaign, is an invitation to potential candidates to take on the demanding high-tech challenges of tomorrow. This campaign is underpinned by a range of multi-experiential tools and notably includes an iPad application with an augmented reality module.



Responsibility

COMMITTED TO THE FIGHT AGAINST CANCER

In 2014, the Group’s commitment was underscored by several initiatives undertaken to promote the fight against cancer. In France, Altran pursued its actions with the Cancer@work association and awarded 12 months of assistance and support from Altran experts to the DAMAE Medical real-time skin cancer screening project for winning the 2014 Altran Foundation for Innovation prize. The employees of Altran Spain produced a solidarity video promoting the fight against breast cancer. In addition, within the context of the Movember campaign, all male members of staff were encouraged to grow a moustache during the month of November as a demonstration of their solidarity in the fight against male cancers.



Excellence

MULTIPLE AWARDS

In 2014, Corinne Jouanny, Executive Director of Altran Pr[i]me, was designated Woman of Innovation at the 2014 Women in Industry award ceremony organised by the French weekly business magazine, *L’Usine Nouvelle*. Altran Spain obtained “Top Employer” status for the first time. In addition, Altran received the “CDP Climate Leadership Award for Best Newcomer” by achieving the highest score among all the French companies reporting data to the extra-financial rating agency for the first time in 2014. Foliage made it into the 2014 *Inc.* 500|5000 List which rewards the fastest-growing private American companies.

OUR VALUES AND COMMITMENTS

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AS IN NATURE,
PERFORMANCE IS THE
ABILITY TO OPTIMISE
SYNERGY WITHOUT
GENERATING WASTE

CARE

EL
ENTUSIASMO
SE CONTAGIA.
PROPAGALO!

Altran employees
invited to share
Group values
on the dedicated
site,
this.is.altran.com

NON E LA
METODOLOGIA
CHE FA LA
DIFFERENZA, MA
L'UOMO.

EXCELLENCE

INNOVATIE
IS VOORUIT
WILLEN!

PROMOTING OUR VALUES TO BETTER SERVE OUR CLIENTS

At Altran our five values are **Innovation** - the central fibre and DNA of the Company - **Excellence** and **Dynamism** - our key strengths, and **Care** and **Responsibility** - the key principles underpinning all of the Group's actions.

THIS IS ALTRAN

Altran employees share these values which they may implement in many different ways; for example in the form of a project, a type of behaviour, a way of thinking, etc. Altran sought to give its employees the possibility of expressing, in a personal way, the value which represents them the best. Altran Innovation Makers are invited to make up and share their own personal catch phrase (or cite a well-known quotation) about their value of choice, on the dedicated site, this.is.altran.com. In 2014, a total of more than 400 personal catch-phrases and famous quotations were posted, liked and shared on the social networks.

THE 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 and Activity report is an integral part of this annual reporting.

FUNDAMENTAL PRINCIPLES OF THE INTERNATIONAL LABOUR ORGANISATION

In the everyday running of its business, the Altran group endeavours to provide its employees with a high-quality working environment that respects the main principles and fundamental rights laid down in the Declaration of the International Labour Organisation (ILO). Altran respects legislation specific to human rights and working conditions in the countries where it operates. All of the countries in the Group's CSR reporting scope 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 9.8) of the 2014 Registration Document.

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.

OUR ETHICAL POLICIES



Altran is committed to respect its ethical policies and develop its strategies related to the fight against corruption.

THE GROUP'S ETHICAL CHARTER

In 2014, Altran published an Ethical Charter drawn up to provide all Altran employees a common framework for the Group's commitments. This ethical charter harmonises the commitments made by the Group at the national level since 2008. In particular, each commitment specified in the Ethical Charter underpins the Group's strategy to implement a continuous improvement approach in the course of its day-to-day business. This approach is in keeping with the determination of Altran to ensure that the Group, as a whole, respects all of its values, and to enhance its ability to meet stakeholder expectations, and in particular to better serve its clients. The deployment of the charter, launched in 2014, will continue in 2015.

COMMITMENTS AT THE NATIONAL LEVEL

Several of the Group's regional subsidiaries have integrated their commitments in terms of business ethics, labour standards, the respect for human rights and the environment into their strategies and Code of Ethics. As such, in 2008, Altran Spain published a Sustainable Development Code (*Código de Responsabilidad Social*) defining the basic code of conduct for Altran employees in Spain. Altran Italy and Altran UK adopted a Code of Ethics in 2011 as did Altran Portugal in 2013. Several of the Group's regional entities have published corporate responsibility and business ethics policies.

THE GROUP'S ANTI-CORRUPTION POLICY

In 2014, Altran strengthened its commitment in the fight against corruption by developing and launching the deployment of a common anti-corruption policy for the Group as a whole. This policy is designed to provide employees with the rules and guidelines to ensure that the laws in terms of the fight against corruption are respected. Details related to all identified risk zones are given in terms of principles and rules, examples of Do's and Don'ts, and red flags, as well as the questions to consider and practical examples.

SPECIFIC PROCEDURES AT THE REGIONAL LEVEL

Several of the Altran group's regional entities have applied these anti-corruption measures by implementing specific procedures designed to meet local regulatory requirements. As such, in 2009, Altran Italy deployed an in-house organisation model and implemented administrative, financial and operational procedures that are compliant with decree No. 231/01. This model integrates all areas presenting a potential risk in terms of corruption. Employees can alert the surveillance committee of any potential risks via a dedicated e-mail address provided for this purpose. Altran Italy trained 84% 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 policy 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 adopted a gifts and hospitality 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.

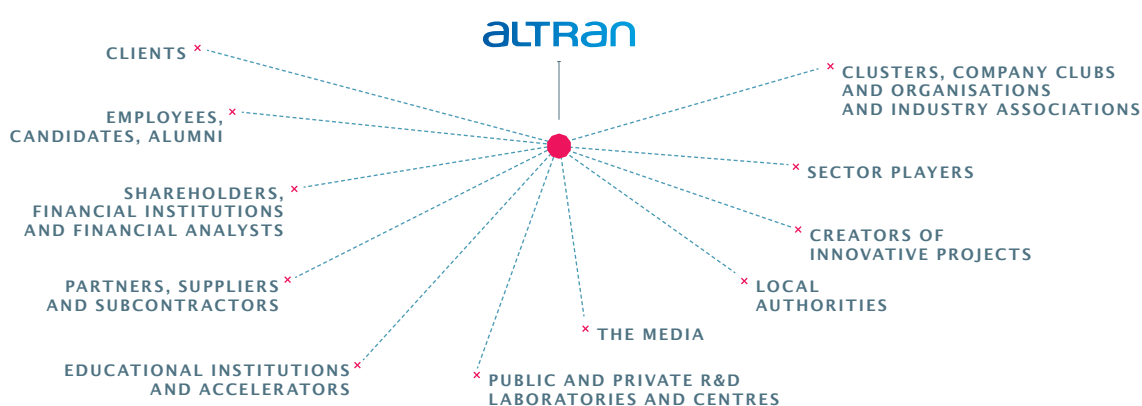
THE STAKEHOLDERS

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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.

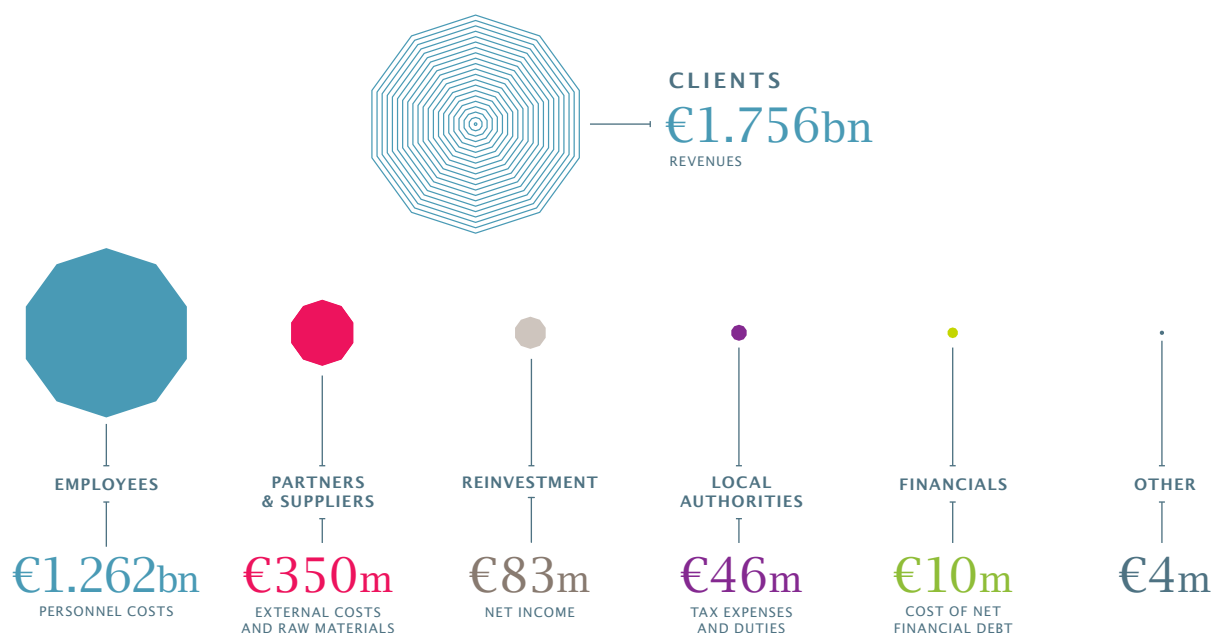
OUR STAKEHOLDERS



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 level of personnel costs as a percentage of sales is higher for the Group than for its major stakeholders.

BREAKDOWN OF VALUE CREATED



The Group develops dialoguing, information and consulting tools for its stakeholders. Some of these tools, such as the Group's Internet and intranet sites and the social networks, are in place and used all year round.

Other communication tools are made available once or twice a year for specific purposes or events, such as satisfaction surveys, trade fairs and forums.

12,405
CITATIONS IN
THE INTERNATIONAL PRESS



“As a responsible investor, Apax Partners supports/fosters and accompanies its portfolio firms to implement a CSR action plan. We are convinced that CSR creates value.”

— Gilles Rigal
Partner at Apax Partners

CLIENTS TRADE FAIRS AND EVENTS

Altran meets and exchanges ideas with its clients at several events throughout the year such as the Paris Motor Show and World Nuclear Exhibition, the Barcelona Mobile World Congress, the Detroit Telematics conference, the Farnborough International Airshow and the Berlin InnoTrans trade fair.

CANDIDATES SOLAR IMPULSE CONFERENCE

In December 2014, Altran organised a Solar Impulse conference in the presence of Bertrand Piccard for students in Lyon (France) who were able to meet and talk with Christophe Béseau, Altran head of strategy and flight forecasting for the Solar Impulse project.

EMPLOYEES EMPLOYEE FEEDBACK PROGRAMME

Every two years, Altran conducts an in-house satisfaction survey for all of its employees.

MEDIA PRESS CONFERENCES

Every year, Altran holds conferences for the press to present flagship events and breaking news. In 2014, exclusive conferences were organised for the press to commemorate the launch of the Group's global recruitment campaign and VueForge™.

SHAREHOLDERS, FINANCIAL INSTITUTIONS AND ANALYSTS

Several times a year, Altran publishes financial information and organises events (results presentations, AGM, etc.) to inform, and answer the questions of company shareholders, financial institutions and analysts. Altran is also assessed by and required to answer the questions of several non-financial rating agencies and financial analysts.



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FROM PEOPLE



TO IDEAS

THE ALTRAN GROUP'S KEY ASSET IS ITS HUMAN CAPITAL; FOR THE MOST PART ENGINEERS AND HAILING FROM THE FOUR CORNERS OF THE WORLD, THESE WOMEN AND MEN, GRADUATES AND EXPERIENCED PROFESSIONALS MAKE UP THE GROUP'S UNIQUE TEAM OF INNOVATION MAKERS. EVERY YEAR, SEVERAL THOUSAND RECRUITS JOIN THE GROUP WHERE, GUIDED BY A COMMON SET OF VALUES, THEY ARE GIVEN THE OPPORTUNITY TO FOLLOW THEIR CAREER PATHS, SO THAT THEY CAN BETTER SERVE OUR CLIENTS' INNOVATION NEEDS WHILE DEVELOPING THEIR OWN SPECIFIC SKILLS.

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BEING AN ALTRAN CONSULTANT



MARIANNE CATTEAU
Consultant, Altran Pr[i]me

“The most exciting part is incorporating Altran Pr[i]me’s vision of design as a tool for innovation within the client’s processes”

“For this Human-Machine Interface aeronautics project in the United Kingdom, I am in charge of connecting designers and users. We use an innovative design process that places users at the heart of the system. This process has a threefold focus: to understand the needs, propose new concepts, and test the concepts with users. The most exciting part is incorporating Altran Pr[i]me’s vision of design as a tool for innovation within the client’s processes. In this respect, we guide the client through a true cultural transformation.”



SALVATORE MONTIGLIONE
Consultant, Altran Italy

“I lead a team of ten Altran consultants. We are required to follow a very precise methodology in a highly complex and multidisciplinary environment”

“I carry out a two-fold mission for a major Italian car manufacturer: this involves the development of a carbon fibre monocoque for a new sports car model and the external trim components for a new compact crossover. To develop these products, I lead a team of ten Altran consultants. We are required to follow a very precise methodology in a highly complex and multidisciplinary environment. The component we are working on for the sports car is a real automobile innovation. It is a truly exciting project!”



ANABELA MARQUES DA SILVA
Consultant, Altran Portugal

“Our daily exchanges with the client and Altran France teams are highly stimulating”

“I am in charge of a three-person team in Portugal. I work in collaboration with the team in France to develop test plans. We test the web and mobile applications designed for the bank’s clients and the desktop programmes used by bank advisors. Depending on the characteristics of the application and the type of assessment required, tests can last anywhere from one to four weeks. In some cases, we request documentation of a more technical nature to enhance the reliability of our tests. Our daily exchanges with the client and Altran France teams are highly stimulating.”

1.1

ATTRACTING, IDENTIFYING AND DEVELOPING TALENT



At Altran, human capital is the Group's 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 look after its employees, ensure their professional development and foster their commitment to the Company.

THE CARE PROJECT

The Altran group'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 and performance management, as well as training and human resources.

To this end, and within the context of the 2012-2015 strategic plan, the Group launched *CARE* (Competencies required to Acquire Responsibilities and Evolve) 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 place people at the centre of Company operations by employing a global approach designed to fulfil 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, and implementing a recruitment strategy with a range of appropriate hiring procedures through to new employee integration. In 2014, Altran improved its workforce planning strategy so that the Group could better anticipate its recruitment numbers and needs. In addition, the Group's human-resources

teams shared the best practices applying to staff recruitment and integration and reinforced the international network to promote in-house mobility.

IDENTIFY

The Group's objective is to gain a better understanding of its employees' performance, skills and development potential. To this end, the Group has implemented a reliable and unique assessment system for all of its employees. This involves two key procedures; annual professional interviews and talent reviews. Altran has begun implementing an automated system enabling staff members to fill out their forms on-line in preparation for their annual appraisals and launched a pilot phase which is currently being tested with Group managers. This electronic platform is designed to optimise assessment-procedure monitoring.

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 the Group'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 opportunities advertised across the Altran network. The Career Paths programme breaks down the processes of assuming responsibility and career enhancement into four main phases: Start, Grow, Manage and Lead. In 2014, Altran enhanced the programme to include support functions.



FOCUS: RECRUITMENT



GLOBAL RECRUITMENT CAMPAIGN

The geographical, technological and cultural barriers that were once restrictions to the career opportunities open to experienced and young-graduate engineer candidates no longer exist. Accompanying companies on large-scale innovation projects requires finding professionals with new and original profiles and recruiting top talent ready to participate in the unique adventure of turning their ideas into innovations. The first global recruitment campaign immersed potential new recruits in the Altran universe by offering candidates a 360° panorama of the Innovation Maker profession illustrated with the Group's flagship projects. This campaign is underpinned by a range of multi-experiential tools and notably includes an iPad application with an augmented reality module.



[Watch the augmented-reality module video](#)



ATTRACTING, IDENTIFYING AND DEVELOPING TALENT



Competence map

In 2013, Altran harmonised the Group's competence map. This map includes the 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 the Group'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 via the International Management Academy (IMA), or within the framework of the training programmes offered by the Company's geographic entities. Skills development support is provided in the form of conventional class-learning settings and e-learning training courses, or 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 skills development for all of its staff members.

In 2014, Altran launched several new training schemes adapted to accommodate levels of responsibility and business lines. The mentoring programme dedicated to Group Directors gave way to Altran Senior Leadership, a complementary programme designed to reinforce the training of future Directors in twelve of the Company's operating countries. Several of the Group's regional entities enhanced their training programmes. For example, Altran Belgium created the Altran Academy, a "boot-camp" styled centre where Group consultants offer Company employees short, intensive training sessions customised to suit their personal career-path positions.

In addition, Altran Spain launched Massive Open Online Courses (MOOCs), a new e-learning platform offering a great number of employees access to on-line training courses.

COMMIT

The objective is to develop the sense of staff co-responsibility and commitment over the long term, and to set up measurement indicators. For Altran, this means encouraging its employees to take part 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 January 2013, Altran launched an in-house satisfaction survey for all of its employees.

The findings of the survey provided a real insight into employee satisfaction with regard to the Company, their managers and their jobs at Altran. Action plans were subsequently implemented throughout all of the Group's operating countries. Certain regions reinforced their training structures as well as their technical and management coaching programmes. Others launched initiatives encouraging employees to make their mark by setting up local reward systems for example or installing suggestion boxes. In addition, newsletters were launched and regular meetings with regional management set up.

For example, the findings of the last in-house satisfaction survey revealed that the employees of Altran Spain sought more feedback and greater recognition from their superiors and colleagues. This prompted the creation of the "Well Done!" project, an on-line platform where all employees can give feedback on the work performances of their colleagues and superiors on the projects they are involved in.

To enhance the overall level of satisfaction with regard to Group management, Altran India launched a leadership programme in the form of a 360-degree assessment mechanism reserved for its senior executives and middle management.

The Group conducted another satisfaction survey in the first quarter of 2015.



OPEN TO SUGGESTION



Being open to the needs and suggestions of its staff is a key priority for the Group which endeavours 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). 100% of Group employees are covered by collective agreements in Belgium, Spain, France, Italy and Portugal, and 62% in Germany. In total, this is equivalent to 87% of the number of Group employees included in the Group's CSR reporting scope presented in the 2014 Registration Document. An overview of the collective bargaining agreements is given in chapter 9 (section 9.4) of the 2014 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 2014, Altran France stepped up its efforts in this domain, promoting numerous events throughout the year such as Business Unit meetings and employee-exchange sessions (expert meetings, Altran workshops, etc.). Managers at Altran Portugal "kick-off" the year by organising a special breakfast event with their teams. In 2014, corporate policies and innovative offerings were the main points of discussion with particular focus given to key objectives for the year ahead, company strategy, important information for the teams and opportunities for employees to work together within the Group. To strengthen the ties between employees and management, Altran Switzerland introduced industry-specific meetings giving consultants the opportunity to meet with business managers and teams from the human resources and marketing departments and learn about their innovation challenges, the state of progress of their respective solutions, and the main industrial trends.

HEALTH AND SAFETY AT WORK

Altran is committed to preserving the health and safety of its employees and complies with EU directives, national

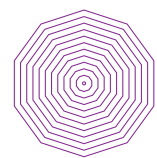
legislation and regulatory requirements in the countries where it operates. Health and safety strategies as well as professional-risk prevention plans are defined at the regional level. Risks linked to the Group's businesses include: professional risks inherent in certain activities (missions and business travel); risks related to the workplace (premises, work stations, emergency situations); psychosocial risks; risks specific to certain consultants operating in sectors of activity exposed to ionising radiation, CMR (Carcinogenic, Mutagenic, Reprotoxic) agents and bio-agents.

The number of occupational injuries, as well as frequency, severity and absenteeism rates and other health and safety indicators are presented in chapter 9 (section 9.5) of the 2014 Registration Document.

QUALITY OF LIFE IN THE WORKPLACE

In 2014, Altran France signed a collective agreement relative to staggered working hours and telecommuting. This agreement provides an official framework, as well as a specific set of requirements and a standardised remuneration system for these modes of employment. Altran Spain retained its status as a certified Family-Responsible Company (FRC), obtained in 2009. This certification implies that the company has implemented a continuous improvement strategy to enhance the quality of its employees' lives.

A number of the Group's regional 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 may include mentoring, stress management, sports activities, and the in-house distribution of fruit, as well as concierge services and corporate crèche facilities. Altran France organised several after-work get togethers for its staff members and participated in the annual "*J'aime ma boîte*" ("I love my firm") programme.



100%
OF GROUP EMPLOYEES
are covered by
a collective agreement
in Belgium, Spain, France,
Italy, and Portugal.

1.3

PROMOTING DIVERSITY



Altran develops strategies designed to tackle discrimination and promote the diversity of its employees.

The Ethical Charter presents the Altran group's commitment to promote a Group-wide working environment that respects human rights and labour standards, notably with regard to non-discrimination. The Group's anti-discrimination policies are implemented at the regional level in compliance with the corresponding laws and regulatory requirements in the countries where Altran operates. Altran is a signatory of the Diversity Charters in Belgium, France, Italy and Spain. The human resources strategies implemented in the UK

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INNOVATION MAKER PORTRAITS

published on the Group's intranet page, "One of Us" since its launch in 2012.

are in compliance with the Equity Act. Initiatives have been developed to promote diversity amongst Group employees by fostering the employment of women and the disabled, as well as young and senior workers.

ONE OF US

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

"Women in Engineering promotes diversity as a clear enabler for stimulating innovation and enhancing business performance. Our 2014 focus was Innovation with a Women's touch."

— **Helen Cherré**
Director of Programs of the Altran group

WOMEN INNOVATORS

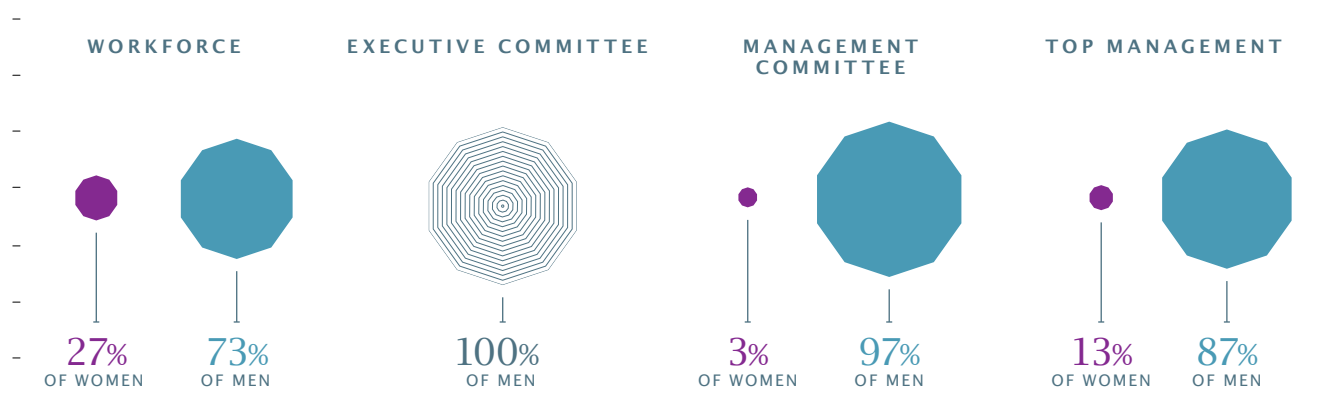
In association with the Women in Engineering (WiE) network, Altran hosted a series of conferences and workshops at the 2014 session of the Women's Forum Global Meeting in Deauville (France). For the occasion, Altran and Safran presented the first study conducted by the WiE network and dedicated to the place of women regarding top management/innovation/performance. This three-pronged review gives an insight into the role and vision of women leaders in terms of innovation and the impact women have on corporate performance. WiE then opened up the debate via a questionnaire prepared for a panel of women and men directors in the industry and technologies sectors. The Women in Engineering 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.

COMMITMENT TO THE DISABLED

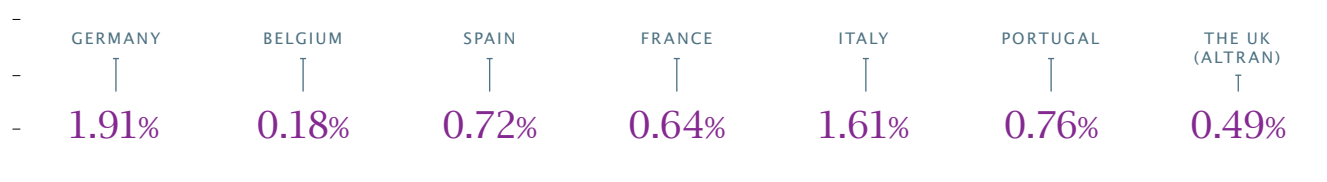
Since May 2009, the Altran group's Mission Handicap division in France determines and deploys the priority actions necessary to support the Company's disabled employees and ensure their integration within the Group via a three-pronged strategy promoting: the recruitment of disabled people, job security for employees having declared their status as a disabled employee to the company, and recourse to outsourcing via sheltered-employment organisations.

In 2014, Altran France carried out a preliminary study to assess a draft agreement concerning the integration of disabled employees into the Company. This agreement is scheduled to take effect as of January 2016. As a member of Handi-Numérique, a community comprising 14 major digital companies promoting the employment of disabled people in the digital sector, Altran France participated in the creation and launch of the first internet site dedicated to disabled people that gives information on digital job opportunities and training (www.handi-numerique.com).

BREAKDOWN OF EMPLOYEES by gender



PERCENTAGE OF EMPLOYEES WITH a recognised disability



Altran also pursued the support actions initiated by the Group in 2010 in favour of disabled job seekers, by financing IT training programmes for disabled people seeking employment.

In North America, the Group'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.

COMMITTED TO FIGHT AGAINST CANCER

The objective of the Altran group's partnership with the Cancer@Work association is to enhance the support system provided to Group employees suffering from cancer. This partnership is in keeping with the Group's greater commitment to raise employee awareness to staff members suffering from debilitating illnesses. 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. As such, in 2014, Altran implemented an in-house barometer system designed to provide better support to employees suffering from cancer, by identifying ways to sharpen manager awareness to the effects of cancer during the early stages of the illness and once the official diagnosis has been made. In addition, the Company organised two conferences to raise staff awareness to the question of cancer and diabetes and participated, via the association, in a job-dating session for people in convalescence.

COMMITTED TO PROMOTING JOB SECURITY FOR THE YOUNG AND THE OVER-50'S

In 2013, Altran France and four of its trade unions signed a collective agreement relative to the generation contract. The objectives of this agreement are three-fold, involving permanent employment contracts for the under 25s, job security for, and the employment of staff members over 50, and the transmission of skills and know-how. In 2014, Altran respected its quantitative targets with regard to the employment and job-security of young and senior staff members.

COMMITTED TO PROMOTING YOUNG ENTREPRENEURS

YUMP (Young Urban Movement Project) is a global start-up accelerator programme launched, with considerable success, in Sweden in 2008 to boost entrepreneurial projects in working-class areas.

YUMP was first deployed outside of Sweden in France in 2013. At that time, Altran became a partner in the first French YUMP Academy by providing support throughout all the stages of company-creation process. In 2014, Altran also participated in the candidate selection process and sat on the intermediary juries held every month during the YUMP Academy. As part of the Group's contribution, Altran organised training sessions, workshops and master-classes, and provided company-development feedback and coaching sessions for project-creator laureates, as well as guidance on address-book creation. This support gives young entrepreneurs a much-appreciated 360° view of the global entrepreneurial process and the key elements they need to be successful.

1.4

RAISING AWARENESS AND UNIFYING



At the Group and regional levels, numerous initiatives and programmes were implemented and events organised throughout the year to raise staff awareness. In-house events bring employees together and encourage their participation in solidarity actions.

MASTER YOUR REPUTATION

The “masteryourreputation.altran.com” website was launched through an on-line communications campaign to promote the five golden rules of social networking at Group level.

DIVERSITY

Altran raises the awareness of its employees to the challenges of diversity. In 2014, Altran France’s Mission Handicap team organised a quiz to celebrate the *Fête de la Musique* (World Music Day) and invited hearing-impaired artists to draw portraits of Group employees during Disability Week. Altran Spain, in partnership with the Madrid-based Down Syndrome Association, organised a two-day event to raise awareness to physical disabilities and mental disorders.

HEALTH AND SAFETY

To raise the awareness of its employees to the question of health and safety in the workplace, Altran develops various tools and organises initiatives. These include risk-awareness e-mail campaigns, conferences with healthcare professionals and communication programmes on the subject of psychosocial risks.

ENVIRONMENT

Altran raises staff awareness to the question of reducing the environmental impact of its activity in several ways, notably: during integration seminars, by participating in dedicated events and conferences, as well as by publishing orientation guides and eco-gesture best practices and distributing posters and news updates via the intranet or by mail.

DATA PROTECTION

Altran implemented an on-line, awareness-raising tool to assess new consultants’ knowledge of digital data protection risks and to instruct them in best practices.

MOVEMBER

To promote the fight against male cancers (prostate and testicular), Altran invited its staff members worldwide to support Movember, an extensive communication campaign encouraging employees to demonstrate their support for and solidarity in the fight against cancer by growing a moustache and posting headshots of themselves, complete with moustache, on the Movember network page and the Group’s social media pages.

BERMU'DAY

On 31 July, Altran employees were encouraged to come to work in bermuda shorts to mark the beginning of the summer break in a more relaxed, convivial setting. Tried out at Group headquarters in 2013, this event was proposed to numerous regional sites in 2014.

ALTRAN FOOTBALL CONTEST

Some 3,500 Altran employees took part in the on-line Altran Football Contest in which all Group employees were invited to predict the scores of the World Cup matches in Brazil.

NUMEROUS INITIATIVES IN SUPPORT OF A GOOD CAUSE

Employees at Altran Belgium took part in the Brussels 20km run in support of the Handicap International Organisation, and a team of 15 Altran UK employees cycled from Group headquarters in Neuilly-sur-Seine to the London office in a 3-day bike-ride to raise funds for the “Help for Heroes” charity. Several of the Group’s regional entities regularly organise charity events, such as fund-raisers and donations of toys, food, clothes, books, mobile phones, etc. in support of different associations.

FOCUS: IH-HOUSE CAMPAIGNS



1 — India: Bermu'Day

2 — UK: Paris-to-London charity bike ride

3 — Belgium: 20km Brussels race



5



4 — Spain: campaign to raise awareness to physical handicaps

5 — Master Your Reputation: campaign to raise awareness to social networking

6 — Movember: solidarity campaign to promote the fight against cancer



2

FROM
IDEAS

TO INNOVATION



AT ALTRAN, INNOVATION IS AT THE VERY HEART OF OUR DAY-TO-DAY BUSINESS. ALTRAN CONSULTANTS ARE PRESENT RIGHT AT THE START OF THE CREATIVE PROCESS, READY TO DRAW ON THE LATEST CUTTING-EDGE TECHNOLOGIES TO TRANSFORM IDEAS INTO INNOVATIONS. TO BEST SERVE OUR CLIENTS' NEEDS, WE BRING THEIR MOST COMPLEX PROJECTS TO LIFE. REALITY IS NOT AN OBSTACLE, BUT THE ESSENTIAL ELEMENT THAT GIVES CONCRETE FORM TO OUR IDEAS.

×

STRIVING TO BETTER SERVE OUR CLIENTS



KEITH WILLIAMS
Executive Director - Intelligent Systems

“Altran acts as a technological and decision-making partner for its clients”

“As a global intelligent-systems integrator, Altran has implemented a dedicated organisation for its clients. Within the context of this business model, Altran acts as a technological partner (facilitating client access to cutting-edge technologies) intervening throughout all the stages of the value chain (from system architecture through to complete product delivery), as well as a decision-making partner (strategic consulting and accompanying on technological and major business issues).”



DIDIER PAGNOUX
Director – Altran Connected Solutions

“Thanks to our multidisciplinary skills and experience in the telecoms sector, Altran can provide end-to-end integrated mobile-telephony solutions”

“Altran Connected Solutions is a World Class Centre* of the Altran group with a unique R&D laboratory facility dedicated to state-of-the-art Wireline/Wireless technologies. Based at Orvault (France), Altran Connected Solutions develops telecom-network components and connectivity applications, mainly for VueForge™, the Group’s industrial big data solution. Thanks to our multidisciplinary skills and experience in the telecoms sector, Altran can provide end-to-end integrated mobile-telephony solutions, from the architecture stage through to radio network optimisation.”

*World Class Centre (WCC): a centre of “world-class” expertise set up within the Altran group for the purpose of providing a range of existing solutions which are rated amongst the best in the world vis-à-vis our competitors. The field of expertise of a WCC may concern a specific segment of activity or an interprofessional technology.



MERYEM CHAMI
Chief Executive Officer – Altran Morocco

“Our strategic choice is to work back-office with the Altran group’s regional specialists”

“Altran Morocco is a nearshore platform specialising in mechanical, electrical, systems and simulation engineering for the Altran group. Our strategic choice is to work back-office with the Group’s regional specialists who know the local customers well and earned their trust. Altran Morocco is a young, up-and-coming entity constantly on the look-out for committed talent with experience in targeted fields of expertise and sectors as well as knowledge of the environment of the Group and its clients.”

2.1

TOWARDS A MORE CONNECTED WORLD



Planes, trains, cars and medical devices alike are becoming increasingly connected and capable of data sharing. With the Altran Intelligent Systems solution, clients are able to benefit from this connectivity revolution and define the next generation of connected machines.

ALL SET FOR THE DIGITAL JOURNEY

Drawing on its technological expertise in the Automotive and Telecoms industries, Altran has created a user-interface prototype enabling manufacturers and parts suppliers to test and develop their own applications so that they can offer users adapted and customised services.

The “Open & Connected Car” platform provides access to new-generation In-Vehicle Infotainment (IVI) systems offering high-tech solutions, including application download and social-network access, as well as more traditional functions such as hands-free telephony and multi-media player access.

Increased on-board IT and electronic content in vehicles has prompted automotive groups to rethink car architecture without causing any increase in vehicle weight or deterioration in safety. To address this issue, Altran created Distributed SOA (Service Oriented Architecture), an innovative solution designed for carmakers and one of the 2014 winners of the Group’s in-house THE i PROJECT competition (cf. page 42).

ALTRAN CONNECTED SOLUTIONS: A UNIQUE MARKET OFFERING

In January 2014, the Altran and Alcatel-Lucent groups announced that they had formed a Telecoms and Media industrial partnership in the employment catchment area in Nantes (France).

Within the context of this agreement, around 160 expert engineers specialised in 4G technology at Alcatel-Lucent’s site were integrated into the Altran group’s Telecoms and Media teams.

This partnership has enabled the Group to provide its clients with an offering that is unmatched on the Telecoms, and particularly the Intelligent Systems markets, and is in line with the Group’s global expansion strategy focused on providing our customers with a range of unique skills in complex areas and for the global market.

THE HEALTHCARE SECTOR AT THE DAWN OF THE CONNECTIVITY ERA

The digital revolution is also underway in the healthcare sector where Altran is involved in connected health projects enabling seamless and timely data transfer: adequate information is delivered to the right person at the right time, in compliance with medical confidentiality and in coordination with all sector players.

Two projects in particular testify to the Group’s pioneering spirit in this field: PiCADO and DISDEO.

The PiCADO project addresses several major issues, including increased life expectancy, personalised medical treatment and home-support for the elderly. The aim of this project is to develop, test and validate the first operational smart home-care platform for the monitoring of several pathologies, including cancer, neurodegenerative disorders and diabetes.

To this end, the PiCADO platform uses the following connected objects:

- scales to ensure personalised diet monitoring;
- sensors and apps, accessible on touch tablets, to measure patient temperature, as well as pace of activity and relaxation;
- electronic bracelets for patients suffering from memory loss.

DISDEO is a non-intrusive, intelligent patient-support system designed to monitor medication intake and ensure treatment compliance. The two-fold aim of the DISDEO project is to:

- significantly limit the risk of patients forgetting to take medication;
- partially address problems related to loss of autonomy by allowing patients to continue living at home and to facilitate dependency and home care.

FOCUS: VUEFORGE™



Watch the video
VueForge™ by Altran
on YouTube



FROM BIG DATA TO NEW BUSINESS

The Altran group has developed VueForge™, an industrial end-to-end solution for machine-driven big data whereby data is harvested, transported then transformed into information, which, is then converted into services thus paving the way for new business. Developed within an extremely technological environment, VueForge™ comprises a platform designed so that embedded-systems data can be harvested then transported to

and stored in the cloud, and subsequently analysed in a totally secure manner and ultimately converted into information via data analytics. VueForge™ is considerably more sophisticated than a simple technological solution and offers scope for creating new services, such as VueForge™ Sense, a technology used to transform smart phones into complex sensors.

2.2

TOWARDS A SAFER WORLD



In more complex markets, where the key issues are often related to ever-changing safety standards, Altran is a strategic partner for its clients. Here, the Group offers its expertise across major industries such as the Automotive, Healthcare and Energy sectors.

SAFETY: THE KEY CHALLENGE IN THE AUTOMOTIVE SECTOR

Safety is one of the key challenges in the Automotive sector, a fact that prompted Altran to broaden its range of expertise in this domain via the acquisition of Concept Tech in October 2014. Based in Graz, Austria,

PASSIVE SAFETY

Concept Tech helps manufacturers to mitigate the severity of accidents.

Concept Tech is specialised in development, simulation and testing services for the passive safety of vehicles. As a systems and sub-systems integrator, the Group's offering covers all aspects and stages of vehicle development ranging from concept creation through to after-sales services. This acquisition has enabled the Group to flesh

out its current portfolio of automotive-engineering services for international sector majors and as such set up a new World Class Centre dedicated to car safety.

DRUG TRACEABILITY: A REAL CHALLENGE FOR THE PHARMACEUTICALS SECTOR

A veritable curse in the healthcare sector today, counterfeit medicine has also become a flourishing global market. To combat this trend, government bodies and pharmaceuticals laboratories are seeking a solution that optimises the drug traceability process.

To this end, Altran has developed Safer Pharma for the World, its drug-traceability offering designed to provide players in the pharmaceuticals supply chain with a transversal solution to safeguard products and processes. This service is underpinned by the Group's technological expertise in this domain, and its knowledge of anti-counterfeit legislation in force throughout the world.

For Altran, the goal is 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.

NUCLEAR ENERGY AND THE DECOMMISSIONING CHALLENGE

More than a dozen of France's nuclear plants are currently being dismantled. Given the fact that nuclear-plant decommissioning is both a complex and very long drawn-out process lasting several years, these projects necessitate greater in-depth research to address the technical challenges and organisational issues encountered on-site.

During the second international Conference on Technological Innovations and Nuclear Civil Engineering (TINCE) in 2014, Altran presented its nuclear decommissioning research project MADeN (*Méthodes et Analyses pour le Démantèlement Nucléaire*).

The aim of this project is to develop innovative technical and organisational solutions to optimise nuclear clean-up operations and/or decommissioning, based on a set of economic, sanitary and economic criteria. The central issue here is employee health, where one of the key challenges is to control and limit staff exposure while optimising QCD (Quality, Cost and Delivery) on the sites.

A key feature of this project has therefore been the development of a remote robotic sampling tool, a motorised device designed to carry out sampling and storage tasks without the presence of a machine operator.

2.3

WORKING TOWARDS A MORE SUSTAINABLE WORLD



Altran leverages the multi-disciplinary expertise of its teams to develop more efficient and more sustainable technological solutions in the fields of mobility and energy.

ELECTRIC CAR GETTING BACK TO THE FUTURE

Over the past few years, electric propulsion has become an increasingly important issue. Positive signs are apparent in the Automotive industry where more and more carmakers are advertising all-electric models in their catalogues.

At the environmental level, the electric vehicle (EV) presents a major advantage in that the engine does not emit a single gram of CO₂.

With this in mind, Altran Spain has developed the eMOC (Electric Modular Car), a smart modular vehicle designed to meet the new demands of users in terms of mobility and durability.

The eMOC is a modular, urban EV concept car which can be adapted to meet users' needs at any given time by adding or removing external modular components. The basic 2-passenger vehicle is designed to meet essential mobility needs of city dwellers. As such, the eMOC optimises the characteristics of the vehicle while maintaining its energy capacity and mileage autonomy, and continuing to run on clean energy.

OPTIMISING ELECTRIC-GRID PERFORMANCE

Against a background of spiralling energy prices and the threat of blackouts in several countries, one should bear in mind the vast opportunities inherent in future energy networks. It is now possible to develop a profitable economic activity by increasing grid flexibility.

This is particularly pertinent for players in the energy sector seeking to offset temporary imbalances in supply and demand.

The Group's Virtual Power Plant, Ste2am, integrates energy grids and storage units as well the production of energy, and provides the markets with an intelligent energy trading platform.

In the green-energy segment, the Ste2am platform applies financial trading models to optimise profitability.

A shortage in one area can be easily offset by procuring energy from another source. Ste2am can also recommend other additional procurement sources.

Conversely, in the event of surplus production, it is possible to share the excess energy with other users.

DEVELOPING CARBON FREE ENERGY SOURCES

Altran provides project-ownership assistance services within the context of the ITER experimental thermonuclear reactor project currently under construction at the Cadarache site in France. The ITER research project, one of the most innovative of its kind since the turn of the century, was launched to demonstrate the technical and scientific feasibility of nuclear fusion as a new source of energy. With nuclear fusion, it is possible to generate vast amounts of energy from fuel sources that are readily available, without emitting carbon dioxide or other greenhouse gases. In addition, the quantity, activity and lifespan of toxic waste created during the process are considerably more limited than with nuclear fission.

The ITER programme and its implementation are being carried out in such a way as to respect nature and for the purposes of developing a form of energy that has a limited impact on the environment.

The Group's role in managing the construction of the platform's forty industrial facilities is to supervise, check and validate each stage of the project. The Group is also responsible for analysing technical and contractual modification requests, overseeing programme management and consolidating all monitoring indicators for final delivery to the ITER organisation.

This project calls on the Altran group's global expertise in the fields of complex-project management and quality control.

eMOC



◀ Watch the Altran Spain modular, urban electric vehicle video.

2.4

ADOPTING A MORE OPEN INNOVATION APPROACH



As a strategic partner, Altran employs an open innovation approach based on co-construction and the sharing of skills to work hand-in-hand with its clients in a global manner on their complex projects.

TURNKEY PRODUCTS THANKS TO THE INNOVATIVE PRODUCT DEVELOPMENT SOLUTION

For a long time, companies treated innovation as a jealously guarded secret. With the growing complexity of technologies and shorter time-to-market requirements, some players are gradually opting to outsource their innovation processes so that they can focus either on their core activities or on products requiring the acquisition of new skills. As such, more and more companies are entrusting the end-to-end development of their products to groups like Altran. Innovative Product Development, the Altran solution specifically designed to address R&D outsourcing issues that are common to all industries, enables Group clients to outsource all or part of their R&D processes and thus obtain turnkey products. This offering is delivered by the Group's specialised entities Cambridge Consultants, Scalae and Foliage.

THE GROUP'S VISION OF OPEN INNOVATION

In the open-innovation business model, innovation is not used as an approach to create a predefined product

but rather as a process to create value based on existing or potential ecosystems. An integral part of the Group's everyday activities for several years, this business model requires building an international and local network of the finest partnerships

and acting as an integrator in all product development stages.

The Group is looking to create conditions that foster team work and promote the exchange of skills and expertise.

To this end, Altran, in collaboration with some universities and prestigious schools (École Centrale Paris, Supélec and ESSEC) and major groups (Société Générale and Mazars) co-founded the Open Innovation Institute in France in June 2014 for the purposes of assisting all players concerned by open innovation, in particular large companies and start-ups.

DESIGN THINKING WITH ALTRAN PR[i]ME

Altran Pr[i]me, the Group's specialised innovation management and development entity, is a unique multidisciplinary operational powerhouse comprising a team of multi-profile consultants dedicated to innovation. The "design" in "design thinking" does not apply to products but rather to processes, experiences, organisations and services.

Centred on end-user needs, design thinking draws on the vision and methods of the designer, which serve to shape the innovation in question and the strategy employed. As far as possible, this process is integrated upstream with the participation of the end-user.

Within Altran Pr[i]me, the objective of the user-centred design process is to fill the gap, or create the continuity, between man and technology by inventing objects that are adapted to meet specific user needs. The objective here is to explore and continuously enhance the acceptability and usability of a product. The role of the designer in the process makes it possible to develop products that are easy for the user to use.

IOI

Altran co-founds the
Open Innovation Institute
in France.

2.5

WORKING HAND-IN-HAND WITH OUR CLIENTS



As a strategic partner, the Group provides global support solutions for its clients' projects. The acquisitions carried out by Altran in Europe, North America and China in 2014 underscore the Group's strategy to maintain a local and regional presence by expanding its geographic spread and diversifying its regional network.

The acquisition of Foliage is in line with the Group's strategy to reinforce its offering in innovative product development, a segment where Altran is already active via its subsidiary Cambridge Consultants. Founded in 1991, Foliage has a staff of 500 employees operating mainly in the US and India. Specialised in product development, this company forges partnerships with its clients to address the business and technical challenges inherent in the development of complex software-intensive systems. For more than 20 years, Foliage has provided expert solutions designed to optimise the development of its clients' products while improving their R&D performance.

Altran also reinforced its global Intelligent Systems solution, which boasts a network of 3,500 experts, with the acquisition of Tass, a Dutch company specialised in intelligent systems, based in Eindhoven. Founded in 1978 and a fully-owned subsidiary of the Philips group until 2007, Tass is a leading player in the Benelux region in the field of critical embedded systems for semiconductors, consumer electronics and health-care products. Tass draws on its cutting-edge expertise in technical automation and connected devices, as well as agile and model-based development methods to provide highly reliable software solutions.

Altran also enhanced its R&D services offering in the embedded-systems market in China via an agreement signed in August 2014 with Beyondsoft to acquire the latter's China-based Telecoms-R&D services.

In June 2013, after more than one year working together in an intense and fruitful partnership in China, Altran and the Chinese software company Beyondsoft created a joint venture to deliver R&D services in the connectivity, electronics and software engineering sectors to meet the needs of clients with operations in China in the telecommunications and automotive sectors.

In October 2014, Altran reinforced its positions in the Automotive sector via the acquisition of Concept Tech, the global leader in the development of passive security measures.

Based in Graz (Austria), Concept Tech is a private company specialised in development, simulation and testing services designed to ensure the passive safety of vehicles. Founded in 1998, Concept Tech has a staff of about 100 employees operating mainly in Germany and Austria. Concept Tech draws on its unique expertise in the field of simulation and physical testing as well as its crash-test facilities and product lines to help its clients achieve their objectives more rapidly. Concept Tech has enhanced the Group's range of expertise in the Automotive industry where it now has a global network of 3,500 Altran consultants, spread across 10 countries throughout Europe, Asia and the USA, who are working to address the challenges in this constantly-changing market.

4

STRATEGIC ACQUISITIONS
in the United States,
the Netherlands, Austria
and China.

2.6

WORKING TO SERVE OUR CLIENTS



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

DATA PROTECTION, A KEY CHALLENGE

The Altran group's Information security approach underpins the strategy of the Group by ensuring the fundamental protection of the Company's activity.

Its purpose is to ensure the confidentiality, availability and integrity of the Group's IT systems, applications and data. Altran endeavours to ensure that its information security approach is compliant with legal and regulatory requirements 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 the 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). The Altran group'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 and in 2014, obtained ISO 27001 certification for its management systems in Portugal and India.

As part of its continuous improvement approach, the Group has implemented a security management strategy for the development of its activities. Data security has been tightened by implementing information-system protection solutions designed to counter cyber attacks, and a centre to coordinate the treatment of information-security incidents has been set up.

Altran complies with legislation 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.

ISO 27001

Altran has obtained certification for its IT security management systems in Spain, India, Portugal and the UK.



94%

of clients interviewed in 2014 consider the quality of services provided by Altran teams to be satisfactory or highly satisfactory.

MEASURING CUSTOMER SATISFACTION

In 2014, Altran conducted another customer satisfaction survey with its clients worldwide to solicit feedback on the quality of Group services. Out of 3,000 respondents across 17 countries and all industrial sectors, 94% considered the quality of services provided by Altran teams to be "satisfactory" or "highly satisfactory", and 91% judged their commercial relations with Altran to be "good" or "very good". Specific action plans were implemented by the respective teams within their particular scope of responsibility. Another international client satisfaction survey is planned for 2015.

2.7

WORKING WITH OUR SUPPLIERS AND SUBCONTRACTORS



The Group endeavours to implement responsible purchasing strategies and initiatives in accordance with the risks attached to, and the impacts of its supply chain.

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 material and telephone, training services, communication, marketing and event-financing, professional fees and other external services.

COMMITMENTS TO SUPPLIERS

In Belgium, Spain, and Portugal, Altran has drawn up specific purchasing policies outlining the reciprocal sustainable purchasing commitments of the companies and their suppliers. The Altran group's Ethical Charter presents the Company's commitment to selecting suppliers and partners who share the same principles as the Group. Altran is also a signatory of the Charter of Responsible Supplier Relations in France and participates, via the Group's purchasing department, in works carried out by the Ministry of Economics and Finance on the subject.

INTEGRATING ENVIRONMENTAL AND SOCIAL CHALLENGES

For certain purchases, the Group's supplier-selection process integrates a set of environmental impact assessment (EIA) criteria. Depending on the country of operation, these criteria may include the supplier's choice of paper, electronic equipment, company car fleet and/or office supplies. In Spain, the US, Italy and France, Altran promotes the employment of people with a recognised disability by outsourcing to companies in the sheltered employment sector.

ENCOURAGING OUR SUPPLIERS TO ADOPT SOCIALLY RESPONSIBLE POLICIES

The tendering processes and/or the general purchasing conditions employed by Altran in Germany, Belgium, Spain, France and Italy include corporate social-responsibility criteria. Self-assessment questionnaires, together with a copy of the Group's regional ethical and purchasing commitments, are sent to company suppliers in Spain, Italy and Portugal. In France, buyers are made aware of the importance of having a responsible purchasing policy that is consistent with their family of purchases. At the subcontractor level, special attention is paid to safety procedures in the workplace.

€250k
PURCHASES MADE
in 2014 by Altran France in
the sheltered and adapted
employment sector.



3

FROM
ALTRAN



TO THE WORLD

GLOBAL LEADER IN INNOVATION AND ADVANCED ENGINEERING CONSULTING, ALTRAN HAS CHOSEN TO LEVERAGE THE SKILLS AND KNOW-HOW OF ITS INNOVATION MAKERS FOR THE BENEFIT OF THE COMMON GOOD. TO CONTRIBUTE TO CHANGING TRENDS IN OUR SOCIETY AND THE DEVELOPMENT OF MORE ENVIRONMENT-FRIENDLY TECHNOLOGIES, THE GROUP SUPPORTS RESEARCH AND INNOVATION VIA IN-HOUSE PROGRAMMES AND AT THE EXTERNAL LEVEL AND ENDEAVOURS TO LIMIT ITS ENVIRONMENTAL IMPACT.

×

GUIDING SOLAR IMPULSE



CHRISTOPHE BÉSEAU

Altran expert on Advanced Modelling
and Simulation

**“Solar Impulse will represent a
milestone for the 21st century”**

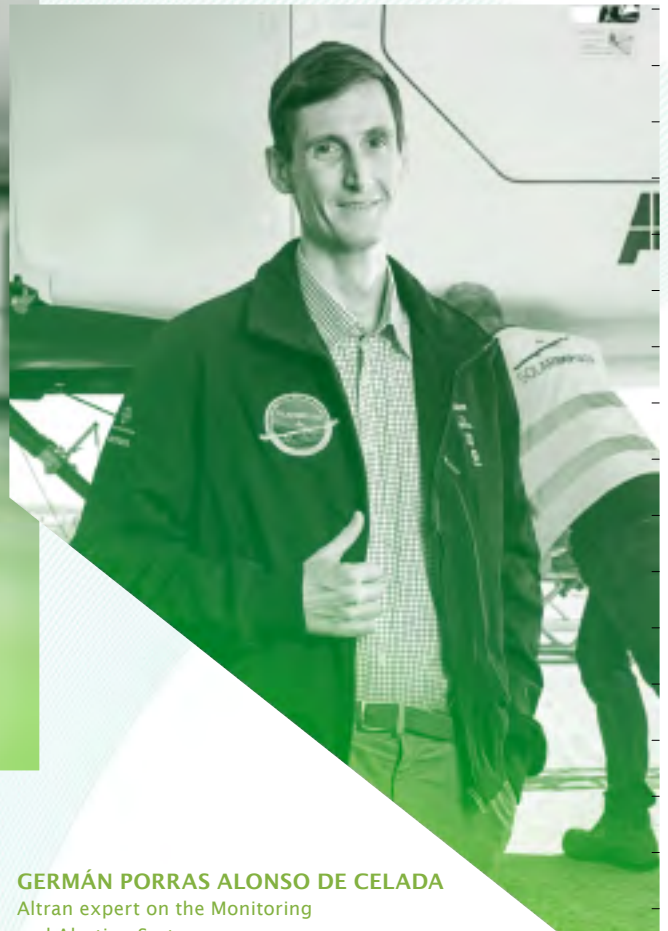
“This is one of the few projects where innovation is necessarily pervasive. For instance, energy balance has to be so efficient that this plane concept seemed totally unrealistic in 2003. When the USA launched the Apollo programme in 1961, they found themselves in the same position: a wild idea which, according to the figures, was not feasible. I think that Solar Impulse’s round-the-world flight, planned for 2015, has a similar role to play and will represent a milestone for the twenty-first century.”



CRISTINA BIAGI
Altran expert on Safety Analysis

“I think the biggest challenge for Solar Impulse is to fly all day and night on solar energy alone, while keeping as a number one priority the pilot safety”

“My mission is to monitor and oversee the technical aspects of the Solar Impulse 2 safety analyses. These analyses are of major importance to ensure the safety of the pilot and the territories the plane flies over, and are required by the Federal Office of Civil Aviation in Switzerland to obtain the permit to fly. I think the biggest challenge for Solar Impulse’s round-the-world adventure is to fly all day and night on solar energy alone, while keeping as a number one priority the pilot safety, especially during the longer legs when the plane won’t land for several days.”



GERMÁN PORRAS ALONSO DE CELADA
Altran expert on the Monitoring and Alerting System

“The Monitoring and Alerting System is tasked with monitoring all the components of the Stability Augmentation System when the pilot is not hand-flying the aircraft”

“Before joining the team working on the Monitoring and Alerting System (MAS), I designed, integrated and flight tested flight control systems for UAVs for some of the world’s leading manufacturers. The MAS is tasked with monitoring all the components of the Stability Augmentation System (SAS) when the pilot is not hand-flying the aircraft. If a failure of one of the SAS components or the aircraft exceeds its flight envelope limits, the SAS is disconnected and the pilot alerted.”

3.1

THE i PROJECT i FOR INNOVATION



Innovation is the Altran group's DNA and its most highly valued asset. To promote in-house research and innovation, Altran launched THE i PROJECT, an extensive programme organised around competitions, awards and value creation.

For the second season of THE i PROJECT, in March 2014, the Group's panel of experts selected six award-winning projects. The winning projects developed innovations in the fields of diagnostic and maintenance systems design, augmented reality for remote expertise, cost and time reduction of product design, automotive-software architecture, as well as the performance and efficiency of electricity networks and smart clothing ("wearables").

AUGMENTED REALITY-GLASSES FOR REMOTE EXPERTISE

In extreme situations, professionals may be called on to use high-performance equipment to fix a particular problem. Imagine, for instance, an airplane technician on the ground repairing an engine without having to consult a manual or computer and being able to use both hands while receiving instructions from a specialist wherever his location. With these special glasses the specialist is able to see exactly the same thing as the technician and communicate with him in augmented-reality mode.

The Augmented Help technology developed by Altran is based on the latest scientific developments in this particular field and provides innovative remote solutions for professionals in all sectors. With this project, Altran aims to offer more efficient, time-saving and less costly support to all industrial sectors.

Around
900

STAFF MEMBERS
have participated in the
competition since its creation.

WEARABLES THAT PEOPLE ACTUALLY WANT TO WEAR

XelfleX technology is a major breakthrough in the textile industry in that garments can actually become sensors. XelfleX offers consumers "Wearables that people actually want to wear", and which have a high intelligent-data transmission capacity. At a relatively low-cost, this full-body motion capture technology offers strong potential and could be successfully used in household, medical and industrial applications.

A NEW WAY TO BUILD SOFTWARE AUTOMOTIVE ARCHITECTURE

In the Automotive industry, software applications and electronic components are playing an increasingly important role in vehicle construction. The growing use of software applications and electronics is a common trend to most industries today. At the same time, computers are now tending to use a small number of high-power components that are based on processor extension units, high-speed networks and intelligent sensors. These trends have made it necessary to rethink how architecture currently available is used to develop automotive software. Distributed SOA (Service Oriented Architecture) is an innovative software organisation tool designed to help carmakers reduce costs and time-to-market, by restructuring services architecture in a logical way. Distributed SOA is underpinned by a scalable network of computation elements with high-bandwidth communication capacity, as well as centralised functions and intelligence.

FOCUS: INTERNATIONAL IN-HOUSE COMPETITION

THE **i** PROJECT

season 3

i FOR INNOVATION



THE **i** PROJECT

The Group's in-house innovation competition serves as a vehicle for Altran to identify and lend support to the innovations of its consultants and satisfy its clients' needs worldwide, whatever their industry and sector of activity. Open to all of the Group's Innovation Makers, this programme is designed to support innovation in all its forms: technical and services offers, and business models, etc.

Up to 5 projects are financed every year. More than 200 projects have been submitted and around 900 staff members from all of the Group's operating countries and sectors have participated in the competition since its creation in 2013. Season 3 of THE **i** PROJECT, entitled "Dare to innovate", was launched at the end of 2014.

DESIGNED WITH LOVE BY KEMULI

3.2

SUPPORTING IN-HOUSE RESEARCH



Altran supports the innovative spirit of its employees
by way of in-house research programmes designed to transform
knowledge and ideas into value.

TRANSFORMING KNOWLEDGE AND IDEAS INTO VALUE

To anticipate the technological needs of its clients, Altran develops new services, products, tools and methodologies designed to enhance the agility, reactivity and performance of their operational teams, and thus generate more value. The Group's French-based internal

R&D department carries out research in six specific areas: e-health, energy, land transport and mobility, aerospace, complex systems, and future industries and services.

Collaborative and individual research projects have the cardinal virtue of bringing together Altran experts from various sectors

to develop solutions for the complex issues arising from the challenges facing the world in which we live. Research projects include Oceanomix (ocean life), MEDIC@ (healthcare pathway optimisation), and VElec (soft and connected mobility).

As a partner in the Oceanomix project, Altran contributes its expertise in the field of big data by providing solutions designed to analyse and display large volumes of data gathered from the Tara Oceans expedition and, as such, gain a greater understanding of ocean life.

The aim of the MEDIC@ project is to provide an augmented reality system which offers added value at the clinical level, and is designed to improve the quality of surgical operations, notably in the field of laparoscopic surgery. The purpose of integrating new technologies in healthcare services is to ensure the continuous improvement of healthcare services provided to patients, particularly in the field of surgery, by making operations simpler, more precise and less invasive.

The VElec project is designed to meet the demands of a great many cyclists seeking to optimise the modular capacity of their bicycles via a rapid-electrification and connected kit. As such, Altran developed an innovative, end-to-end solution comprising a tool to measure the solution, an electrification kit equipped with a smart-phone monitoring system and its charging terminal.

DEVELOPING NEW PRODUCTS AND SERVICES

The mission of Altran Spain's in-house research programme is to develop new products, solutions and services to meet clients' future needs, enhance employee skills, promote the acquisition of new capabilities, and foster cooperation with leading market players as a member of several consortia. Altran Spain notably carries out multi-sector R&D projects in the fields of mechanical engineering for the aerospace sector, as well as electric vehicles, mobility and the internet of things.

In 2014, Altran consultants developed a solar-powered airship capable of transporting observation and communication equipment at high altitudes over long periods of time without maintenance, as well as an intelligent, intermodal logistics platform based on electric technologies.

6

Altran France develops
in-house research
in six specific areas.

3.3

WORKING TOGETHER TO CREATE INNOVATIVE SOLUTIONS



Altran works with its partners to further technology and innovation in several domains.

ALTRAN GUIDES THE SOLAR IMPULSE ROUND-THE-WORLD FLIGHT

The mission of the Solar Impulse project was to create a solar-powered aircraft capable of flying day and night with the ultimate goal of completing a fuel-free round-the-world flight. The completion of the round-the-world flight in 2015 will mark the end of the Solar-Impulse adventure which Altran has sponsored since 2003. The preparations carried out in 2014 paved the way for the 2015 round-the-world flight, notably with the unveiling of the Solar Impulse 2 (Si2) and the definition of the flight plans.

The Altran group's commitment

Since 2003, Altran consultants have been involved in project management notably with respect to the development of the mission simulator used to calculate the plane's flight paths and defining the best flight strategies. In addition, the Altran team has provided skilled support at various levels, including stress analysis and electric architecture, equipment development and organisation, etc.

2014: finalisation of technical requirements

2014, a milestone year in the run-up to the Solar Impulse round-the-world flight, brought the Altran team to the forefront of the preparations in three key areas, notably using flight simulation procedures to calculate flight path scenarios, the development of co-pilot and autopilot systems, and aircraft security.

Flight simulation is carried out in real-time weather and air-traffic conditions to test all of the flight scenario possibilities in order to calculate the best flight paths. The Altran Modelling and Simulation team tested several million scenarios before coming up with its flight path proposal.

In order to optimise piloting conditions on the round-the-world flight, Altran developed the virtual co-pilot solution, MAS (Monitoring & Alerting System). This tool

is designed to detect any deviation from the flight-path plan and, in the event of any problems, send a physical warning to alert the pilot.

Altran was also behind the Stabilisation Augmentation System (SAS), an autopilot system that ensures the plane remains on course when the pilot is otherwise occupied. Altran carried out an in-depth analysis to ensure the safety of the plane, optimise its reliability, and prove its ability to fly over densely populated areas, which was indispensable for the aircraft to obtain flight certification and authorisation.

MCC

Altran will be stationed at the Mission Control Center throughout the round-the-world flight.

En route for 2015

Throughout the flight, a team of three Altran experts will be stationed at the Mission Control Center, the Solar Impulse's dedicated "air-traffic control tower". The team's mission is to calculate the different flight strategy possibilities and devise alternative scenarios depending on a set of variables, such as weather conditions, air-traffic and the information transmitted by Solar Impulse. Live this incredible adventure with Altran as of March 2015!

LOTUS F1 TEAM

Altran renewed its technical partnership with the Lotus F1 Team for the 2014 season and installed a team of engineers on-site at the Whiteways Technical Centre, the hub of the Lotus F1 Team based in Enstone, Oxfordshire. Within the context of this partnership, the Group's engineers provided vital support in the development of the main components of the E22 racing car, such as the gearbox dyno, the front wing and the rear suspension system. Altran has also played a key role in other major engineering projects for Lotus F1, such as the development of a state-of-the-art driving simulator and the optimisation of the wind tunnel at the Whiteways Technical Centre.

FOCUS: THE ALTRAN FOUNDATION FOR INNOVATION

**LAUREATE OF
THE 2014 ALTRAN
FOUNDATION FOR
INNOVATION AWARD**

The winning project, DAMAE Medical, is a revolutionary optical-imaging tool for skin cancer screening. By merely touching the skin, the tool provides a real-time assessment of tumour malignancy thanks to a local, in-depth analysis of potentially cancerous cells. Over a one-year period, a team of Altran experts will provide DAMAE Medical with technological support to guide the start-up through the laboratory optical-research stages until its implementation in hospitals. The aim is to transform the prototype into a portable, ready-to-use medical device for clinical testing. With this in mind, Altran is calling on specialists in several different fields, such as mechanical ergonomics, regulatory affairs and project management.

3.4

ACTING FOR THE COMMON GOOD



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

THE ALTRAN FOUNDATION FOR INNOVATION

Launched in 1996 for the purposes of promoting technological innovation for the common good, the Altran Foundation for Innovation not only encourages creative ideas, but also supports and enables the faster development of innovative projects. Within the context of its annual Innovation-Award programme, the Foundation offers winning projects technological support provided by a team of Altran experts.

The three winners of the 2014 national competition that benefited from the Foundation's support were DAMAE Medical (France), an optical imaging system for skin cancer screening, Park Smart (Italy), a system designed to optimise urban mobility, and IBI-Cardiorotors (Portugal), a non-invasive imaging system used to diagnose auricular fibrillation.

If they wish, Altran consultants can become involved at different stages of the annual award process. One possibility is to become a candidate coach. The aim here is to answer candidates' questions about the Foundation's mission and project-selection criteria, as well as to help them draft their applications.

Every year, Altran consultants also award an Innovation Makers prize to the national laureate of their choice by casting their votes on the Group's Facebook page. In 2014, this award went to Pierluigi Buttiglieri in Italy for Park Smart. The objective of this project is to optimise urban mobility by helping drivers to find parking slots. The system uses a software application based on existing video-surveillance systems that are already implemented throughout the country for the purposes of ensuring security.

SKILLS-SPONSORSHIP PROGRAMMES

As a responsible and committed player, Altran France has developed skills-sponsorship programmes designed to serve the common good. This strategy 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. In 2014, the focus was on education and scientific culture.

Four teams of Altran Innovation Makers are providing skilled assistance to museums; these include the *Musée de l'Air et de l'Espace* in Le Bourget (in the Paris region), *Universcience* (the former *Cité des sciences et de l'industrie et du Palais de la découverte*), and the *Planète Sciences Association*. All of these museums promote educational programmes designed to foster young people's interest in scientific disciplines. Within the context of these skills-sponsorship programmes, Altran engineers provide assistance in the fields of website redesigning and cloud computing, museum-activity reorganisation, storage-space optimisation and logistics-platform implementation.

At the regional level, *Aeroscopie*, the new Aeronautical Museum in Toulouse also benefits from Altran support. Via the association *Cap Avenir Concorde*, Altran provides assistance in the concept and design of display units used to exhibit Concorde's unique aircraft parts. These display areas enable visitors to get a closer look at the components that created the legendary reputation of this unparalleled aircraft.

Altran is also providing skilled support to help the *Cité Internationale Universitaire de Paris* (CIUP) launch its project to itemise and digitise its archives and multimedia collection, adapt its experimental cultural-mediation digital devices, and update its digital tools designed for collaborators and work-time management. In addition, at the *École Normale de Musique de Paris (Alfred Cortot)*, a team of Altran consultants are pooling their expertise to update the conservatory's IS systems, while in Italy, Altran is providing technical support to the Sodalitas Social Innovation prize winning project, TICE, an educational programme designed to help children with learning difficulties.

3.5

LIMITING THE ENVIRONMENTAL IMPACT



Altran develops policies, management systems and initiatives required to reduce the extent of its environmental impact.

Since Altran is an intellectual services provider, the main impacts of its activity on the environment stem from the Group's office-administration activities (paper and energy consumption, waste management), staff travel and the CO₂ emissions generated by these activities. In general, the Group's environmental impact and related risks are still limited.

ENVIRONMENTAL MANAGEMENT

Eight of the Group's sites based in Belgium, Spain, Italy, and the UK (Cambridge Consultants) have obtained environmental certification (ISO 14001 and/or the "Eco-dynamic Enterprise" label). 24% of the Group's total workforce is administratively attached to these eight certified sites.

ENVIRONMENTAL PERFORMANCE INDICATORS

The Group's environmental performance indicators are detailed in chapter 9, section 9 of the 2014 Registration Document. The environmental reporting scope of these indicators covers 25 sites across eleven of the Group's operating countries. 68% of the Group's total workforce is administratively attached to one of the sites included in the reporting scope. These indicators cover the paper and energy consumption of the sites, staff travel by car, by rail, business flights and travel-related CO₂ emissions.

ALTRAN SITES

Paper

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 (administration management, billing, etc.).

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 is installed, a security agent ensures that lights are switched off.

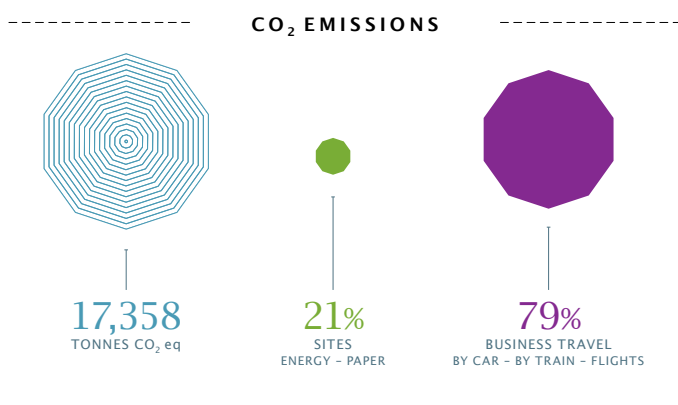
Waste management

In compliance with local legislation and the local context, Altran has equipped 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, as well as electrical and electronic waste (WEEE). Most sites are equipped to sort and recycle plastic, ink cartridges, light bulbs and light tubes, as well as metal packaging and cans, glass, batteries, air-conditioning cooling liquid, cleaning-products and plastic containers.

STAFF BUSINESS TRIPS

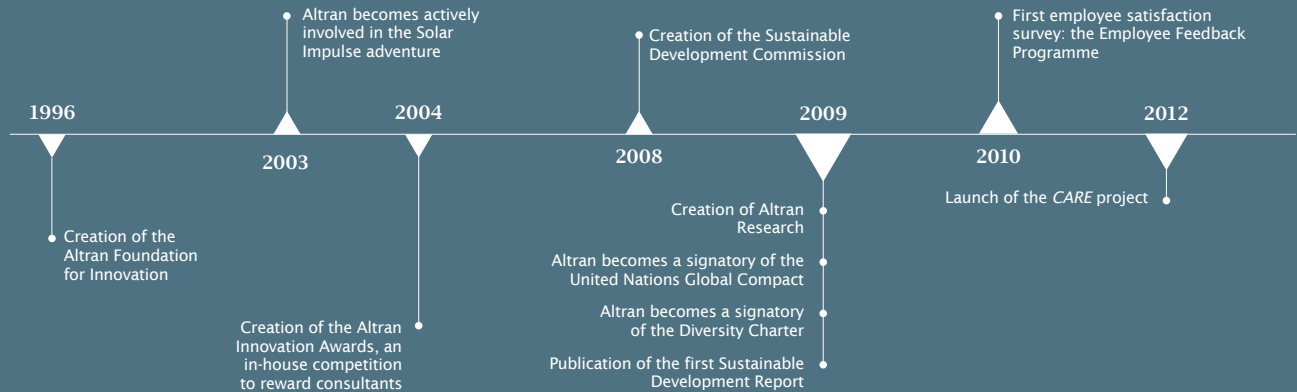
To reduce pollution caused by Group transport, Altran selects low CO₂ emission vehicles for its car fleet and makes recourse to audio and video conference systems. In addition, car-pooling platforms and free bus-shuttle services are available to Company employees and public-transport fares are reimbursed in full. With the accent now on rail transport, Altran has reduced the number of business flights.



CSR KEY DATES AND ORGANISATION



THE ALTRAN GROUP'S CSR APPROACH: KEY DATES



CSR CHALLENGES

After analysing the impacts of innovation consulting and the responsibility of Altran regarding its effect on society, the Group has identified three areas of CSR commitment.

AREAS OF COMMITMENT	RESPONSIBILITY CHALLENGES	Activity Report	Registration Document
BEING A PARTNER OF EXCELLENCE	Supporting our clients' progress	P. — 32, 33	
	Ethical commitments	P. — 10, 11	Ch. 9.9.16
	Data-protection	P. — 36	Ch. 9.9.16
	Responsible purchasing	P. — 37	Ch. 9.9.17
BEING A RESPONSIBLE EMPLOYER	Employee career-path development, training programmes and promoting staff commitment	P. — 18-20	Ch. 9.9.6
	Promoting diversity	P. — 22, 23	Ch. 9.9.7
	Fostering social dialogue, communication and the exchange of ideas	P. — 21	Ch. 9.9.4
	Ensuring the health and safety, and quality of life of employees	P. — 21	Ch. 9.9.5
	Raising staff awareness	P. — 24	Ch. 9.9.10
BEING A COMMITTED PLAYER	Promoting innovation and in-house research	P. — 42-44	
	Developing sponsorship programmes and partnerships that serve the common good and more environment-friendly solutions	P. — 45-47	Ch. 9.9.18
	Promoting charitable initiatives	P. — 24	
	Limiting the direct impact of the Group's activity on the environment	P. — 48	Ch. 9.9.9 - 9.9.14

ORGANISING TO MOVE FORWARD

The Group's Corporate Social Responsibility strategy is coordinated by the Group's CSR Manager in the communications department. The CSR Manager works closely with other departments in charge of relations with one or several stakeholders and/or persons responsible for implementing a continuous improvement approach related to CSR issues. Altran has set up an international network of correspondents whose mission is to implement and deploy

the Group's CSR strategy at the regional level, and, if necessary, adapt it to meet local needs and challenges.

The Group CSR Manager and the heads of 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.

Strategies related to responsible purchasing, the social dialogue, diversity, health and safety in the workplace and reducing the environmental impact of the Group's activity are defined at the regional level.

METHODOLOGY



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 9 of the 2014 Registration Document). A certification of attendance issued by the Group's Statutory Auditors is included in Appendix 3 of the 2014 Registration Document.

The Corporate Social Responsibility and Activity Report completes this information by detailing the key events and projects developed throughout the year. It also provides additional information relative to the Group's Corporate Social Responsibility which is not a legal requirement but expected by Group stakeholders.

Altran expanded its reporting approach for 2014 by combining its annual CSR and Activity reports into one reporting document that gives a global view of Group activities and responsibilities over the period, as well as the key events that took place during the year.

REPORTING PERIOD

This report covers the period from 1 January to 31 December 2014. Unless mentioned otherwise, all of its contents relate to activities carried out in 2014. Every year, Altran publishes information concerning its activity and Corporate Social Responsibility (CSR) strategy. The contents of the previous CSR report, published in June 2014 relate to activities carried out in 2013.

REPORTING SCOPE

The Group's scope of human-resources, environmental and social indicators in the CSR reporting section of this 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 Management Report. The eleven operating countries included in the 2014 regional scope of consolidation include Germany, Belgium, Spain, the US, France, India, Italy, Luxembourg, the Netherlands, Portugal and the UK. The regional scope of consolidation is detailed in chapter 9, section 9.20 of the Management Report in the 2014 Registration

Document. The US was integrated into the CSR reporting scope in 2014. [G4-23].

The Corporate Social Responsibility and Activity Report also includes qualitative information related to Altran subsidiaries in the other countries where the Group is present, as well as the companies acquired in 2014. The Group's operating countries and subsidiaries are listed in the scope of consolidation table in chapter 20, note 2 of the 2014 Registration Document.

INDICATOR SELECTION CRITERIA AND INFORMATION [G4-18]

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

In the preparation of this report, Altran adopted the Global Reporting Initiative (GRI) directives set forth in version 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 the Group's Communications Manager in association with the Company's foreign CSR correspondents and teams responsible for Group stakeholder relations.

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

Altran has endeavoured to comply with the principles of sustainability context, materiality and completeness, as well as to stakeholder inclusiveness with regard to the GRI directives to define and classify the relevant aspects of the Group's activity, and to 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 the Company'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 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 the Group'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 2014, Altran has respected all of the GRI indicator requirements, adapted the GRI indicator or defined its own ad hoc indicator. The CSR reporting scope was extended in 2013 to include the updated directives of the Global Reporting Initiative. [G4-23]. Relevant themes were adapted in 2014 to take into account the Company's Corporate Social Responsibility and Activity Report. The cross-reference table with the Group's CSR commitments is given on page 49 of the present document.

For each theme, Altran has presented one or several major examples and/or a progress review. This report is designed for all the group's stakeholders, as specified in the first part of the report.

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 the Group's intellectual services. Given that all of the Company's entities included in the

Group'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

ENVIRONMENTAL ASPECTS

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

HR ASPECTS

- Employment
- Labour / management relations
- Occupational health and safety
- Training and education
- Diversity and equal opportunity
- Equal remuneration for women and men
- Supplier labour-practice assessment
- 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 sections 2.2 and 2.3 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 [G4-21].

REPORTING FRAMEWORK

A reporting framework for human-resources, environmental and social data was drawn up and deployed in 2012. This is 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 methodology principles, calculation formulas and standard factors. The methodologies implemented for certain indicators may be limited and could therefore be a source of uncertainty given the use of estimates in the event of missing data, calculation errors and omissions, and simplified 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 coordinating internal and external CSR communication. Altran has implemented a data validation and monitoring system to ensure the quality and exactitude of the information presented in this report.

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 2014 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 9 of the Management Report) is fairly presented, in all material respects, in accordance with the Reporting Criteria adopted (Reasoned opinion on the fairness of CSR information) [G4-32/G4-33].

CONTACTS

The Altran group's 2014 CSR and Activity 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 Communications Manager in charge of CSR:

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96, avenue Charles de Gaulle
92200 Neuilly-sur-Seine, France
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CROSS REFERENCE TABLE



The 2013 2014 CSR and Activity report has been prepared in compliance with version G4 of the Global Reporting

GLOBAL REPORTING INITIATIVE G4 - SUMMARY OF CONTENTS

Profile

GRI	Information	CSR Pages	RD Paragraphs	Additional information	External assurance*
G4-1	Chairman's message	08 09 10 14 29 38 49		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 2014 and the Company's goals for the future are given in 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 2015 and beyond. In 2014, 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. At the 16 January 2015 Board meeting, Philippe Salle informed the Directors that he would not be seeking to renew his Director mandate at the Shareholders' General Meeting on 30 April 2015, and that he would be stepping down as Company Chairman and Chief Executive on that date. The Charman's message is therefore not included in the 2014 report.	
G4-3	Name of organisation	02	5.1.1		
G4-4	Primary products and/or services and related brands		6.1		
G4-5	Organisation's headquarters	05	5.1.4		
G4-6	Countries (by name and number) of implantation		07 20-Note 2		
G4-7	Nature of ownership and legal form		5.1.4 21.1		
G4-8	Operating market		6.2		
G4-9	Scale of the reporting organisation	04 05 48	03 6.2 9.2 9.3 9.9.15.3 17.1.1 20.3.1		
G4-10	Number of employees	05	17.1.1 9.9.1.1 9.9.3		√
G4-11	Percentage of employees covered by a collective bargaining agreement		9.9.4		√
G4-12	Supply chain of the organisation	37	9.2		

* 2014 Registration Document (pages 217 to 219)

CROSS REFERENCE TABLE



Profile

GRI	Information	CSR Pages	RD Paragraphs	Additional information	External assurance*
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 the Activity report page 48.	
G4-15	Affiliation to externally developed-human-resources, environmental and social charters, directives and initiatives	10			
G4-16	Membership in associations (such as industry associations) and/or national/ international organisations.				
G4-17	Entities included in the consolidated financial statements Entities not included in the report		20 - Note 2 9.9.20		
G4-18	Process for defining report content and aspect boundaries Implementation of reporting principles	50 51			
G4-19	Material aspects	50 51			
G4-20	Material aspects within the organisation	50 51			
G4-21	Material aspects outside of the organisation	51			
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	50			
G4-24	List of stakeholders engaged by the organisation	12 13	9.9.15.1		√
G4-25	Basis for identification and selection of stakeholders with whom to engage	12 13			
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.	12 13 50		For the purposes of defining the contents of this report, Altran sought the contribution of several of its stakeholders (employees, shareholders) 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.	

* 2014 Registration Document (pages 217 to 219)

CROSS REFERENCE TABLE



Profile

GRI	Information	CSR Pages	RD Paragraphs	Additional information	External assurance*
G4-28	Reporting period	50			
G4-29	Date of last published report	50			
G4-30	Reporting cycle	50			
G4-31	Contacts	51			
G4-32	"In accordance" option the organisation has chosen	52			
G4-33	External assurance of report	51	Appendix 3		
G4-34	Governance structure of the organisation	07	Appendix 1-1		
G4-56	Organisation's values, principles, standards and norms of behaviour	10 11			

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

GRI	CSR pages	Registration Document Paragraphs
EC	27, 33, 36, 42, 46	6.2 / 9.9.15.3 / 9.9.2
EN	48	Introduction: environmental information
LA	15	Introduction: human-resources information
HR		9.9.8
SO	58	Introduction: human-resources information 9.9.16
PR	27, 36, 58	9.9.16

Material aspects

GRI	Not material	Not available	CSR pages	Registration Document Paragraphs	Additional information	External assurance*
ECONOMIC PERFORMANCE						
Economic performance						
EC2			33 48	9.9.13		√
Market presence						
EC6				9.9.15.3	At 31 December 2014, 64% 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.	

* 2014 Registration Document (pages 217 to 219)

CROSS REFERENCE TABLE



Material aspects

GRI	Not material	Not available	CSR Pages	Registration Document Paragraphs	Additional information	External assurance*
ECONOMIC PERFORMANCE						
Indirect economic impact						
EC7			47	9.9.18.1		√
Purchasing practices						
		EC9				
ENVIRONMENT						
Materials						
EN1	EN28		48	9.9.11.1		√
Energy						
EN3			48	9.9.11.2		√
Water						
	EN9 EN10	EN8		9.9.11.1		
Biodiversity						
EN11	EN12 EN13 EN14			9.9.14		√
Emissions						
EN15			48	9.9.13	The measurement of Altran's greenhouse gas emissions is based on the carbon database published by the Ademe and available on the website www.bilans-ges.ademe.fr . Direct gross emissions (Scope 1) 6,587 t CO ₂ eq	√
EN16				9.9.13	Direct gross emissions (Scope 2) 3,050 t CO ₂ eq	√
EN17				9.9.13	Direct gross emissions (Scope 3) 7,722 t CO ₂ eq	√
EN20				9.9.11.3		√
Effluents and waste						
	EN21 EN22 EN24 EN25 EN26		48	9.9.11.3		√
Transport						
EN30			48	9.9.12		√

* 2014 Registration Document (pages 217 to 219)

CROSS REFERENCE TABLE



Material aspects

GRI	Not material	Not available	CSR Pages	Registration Document Paragraphs	Additional information	External assurance*
ENVIRONMENT						
Environmental impact of suppliers						
		EN33	37	9.9.17		✓
LABOUR PRACTICES AND DECENT WORK						
Employment						
LA1				9.9.1.2		✓
Labour / Management relations						
		LA4	21	9.9.4		✓
Occupational health and safety						
LA5				9.9.5		✓
LA6				9.9.5		✓
LA8				9.9.5		✓
Training and education						
LA10			20	9.9.6		✓
Diversity and equal opportunities						
LA12			23	9.9.1.1 9.9.7.1 9.9.7.2 14.1		✓
Equal remuneration for women and men						
				Annexe 2-8		
Supplier assessment for labour practices						
			37	9.9.17		✓
Labour practices grievance mechanisms						
		LA16				
HUMAN RIGHTS						
Non-discrimination						
				9.9.7.3		✓
Freedom of association and collective bargaining						
	HR4			9.9.8		✓

* 2014 Registration Document (pages 217 to 219)

CROSS REFERENCE TABLE



Material aspects

GRI	Not material	Not available	CSR Pages	Registration Document Paragraphs	Additional information	External assurance*
HUMAN RIGHTS						
Child labour						
	HR5			9.9.8		√
Forced and compulsory labour						
	HR6			9.9.8		√
SOCIETY						
Fight against corruption						
SO4				9.9.16		√
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			36			
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 annually. These can be obtained from the Group's Communications Department.

* 2014 Registration Document (pages 217 to 219)

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	11	9.9.4
	LA5	37	9.9.5
	LA6	58	
	LA8		
	PR8		
Principles regarding labour standards 3, 4, 5, 6	EC6	23	9.9.4
	G4-11		9.9.15.3
	Percentage of employees with a recognised disability		9.9.1.1
	Percentage of women employees		9.9.7.1
Principles regarding the environment 7, 8	EN1	33	9.9.11
	EN3	45	9.9.12
	EN11	48	9.9.13
	EN15		
	EN16		
	EN17		
	EN30		
Principles regarding the fight against corruption 10	EC2		
	SO4	11	

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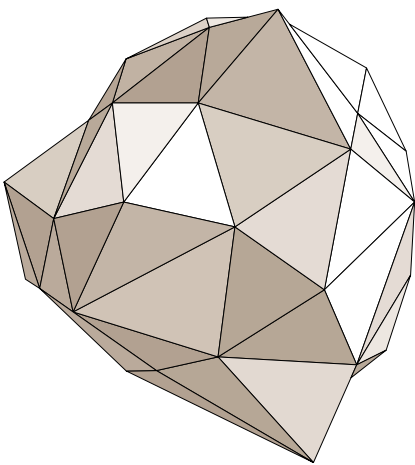


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