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Operational excellence
and sustainable
development

Letter from the Chairman and Chief Executive Officer Simon Azoulay



“Our international development and our leading position in the Engineering and Technology Consulting market give us a responsibility to all our stakeholders, be they employees, employee representative bodies, customers, shareholders, suppliers or partners.

In order to meet stakeholders’ requirements, anticipate their needs and build lasting and trusting relationships with them, in recent years our Group has made sustainable development central to its growth strategy. ALTEN sees this approach as central to its commitment in favour of people and sustainable innovation.

Initiated in 2010 with the signing of the United Nations Global Compact, our commitment has been unceasingly expanded and strengthened since then. The internationalisation of our markets, swift change in technology and the growing demands of society in terms of responsibility have prompted us to take action.

Our corporate culture is shaped by core values shared by all of our employees, namely the development of human capital, engineering culture and the quest for profitable and sustainable growth. In 2015, ALTEN reaffirmed this approach by updating and reinforcing our key founding documents. We have also identified our stakeholders’ expectations and the challenges inherent to our industry as accurately as possible. We are restructuring our sustainable growth strategy, in line with these fundamental and guiding principles, based on the following priorities:

A career-accelerating employer, by promoting talent, skills development, career and mobility management, security and the personal development of our employees.

An innovation catalyst, through the support given to our customers, employees and students in developing sustainable innovative solutions.

A responsible partner, uncompromising on fundamental issues related to information security, business ethics or respect for the environment.

In 2016, we will continue to rise to new challenges. As Chairman and Chief Executive Officer of ALTEN, I affirm my commitment to continuing the implementation of this approach in the Group’s various host countries in order to capitalise on individual initiatives, and to share our common values.

More than ever, we want to drive forward our sustainable development approach, measure our progress, submit to assessments and ensure we take a critical look at ourselves, to continually improve our practices in complete transparency.

I am confident that ALTEN’s employees will take an active part in this process.”

Simon Azoulay,
Chairman and Chief Executive Officer

Our values

Values written in the Group's DNA

ALTEN combines human values, a culture of excellence and expertise in assisting the performance of its clients. Our corporate culture is based on key values shared by all our employees.



Engineering culture

Engineers and engineering are what the Group is all about. Technical teams cultivate this same feeling of belonging to a technological environment based on creativity, innovation and trouble-shooting.

ALTEN is a major employer of engineers in France and Europe, and works on a daily basis to support and promote the engineering profession and furthers the study of science among young people and women.

ALTEN is an innovative company that conducts its own research and development with the aim of balancing the economic, environmental and social dimensions within technology projects.



Profitable and sustainable growth

The quality of its management, staff and rigour are the cornerstones of ALTEN's results and robustness.

ALTEN is a financially sound company that year after year meets its objectives in terms of profitable growth. Since its inception, it has remained true to its commitments in the areas of education and design, and to its support for the engineering profession.

We make acquisitions, and invest continuously in comprehensive project infrastructure and R&D projects that advance the development of new skills for future projects.

ALTEN has for over 25 years been involved in all key projects in terms of technological challenges by collaborating on the R&D strategy of its clients to support their performance and provide assistance for their local, national and international projects.

Human capital development



ALTEN is committed to reconciling performance and sustainable development.

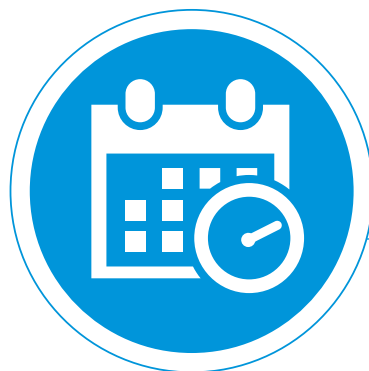
The women and men who make up the Group are the driving force of its business. ALTEN aims to promote diversity and employability, and to develop talents in accordance with the fundamental principles of integrity, fairness, transparency and humility. Diversity, whether cultural, sexual, age-, gender- or career-related, nurtures our values.

Cultivating talents, enabling individual development, developing expertise and providing a springboard for the future are among our core commitments.

ALTEN offers everyone an environment and pathway tailored to the cultivation of skills, projects and, ultimately, the Company.

Origins of our commitment

ALTEN's sustainable development approach dates back to 2010, when we signed the United Nations Global Compact. Since then, a great deal of progress has been made in terms of our infrastructure, operational processes, management of human capital and support of social projects. The Group's sustainable development approach has grown, and been clarified and strengthened with the following key steps:



2015 represents a significant step forward in our commitment to sustainable development. The Group has strengthened policy basics and requirements, while committing itself to new projects: restructuring its strategy in line with stakeholders' expectations and the materiality of these challenges: reinforcing its founding documents; maintaining its non-financial performance indices; and integrating its subsidiaries into the Group's approach.

2010

- Creation of a dedicated department
- Initial commitment to the United Nations Global Compact
- First Bilan Carbone® carbon footprint assessment
- Launch of the "Elles Bougent" partnership

2011

- Publication of the first Sustainable Development Report
- Distribution of the Sustainable Development Charter
- Distribution of the first Code of Ethics
- Mapping of the Group's stakeholders

2012

- Distribution of the Responsible Purchasing Charter
- First Top Employer® certification
- Winner of the National Grand Prix in Engineering
- Second Bilan Carbone® carbon footprint assessment

2013

- Launch of "Elles d'ALTEN"
- ISO 14001 certification
- Achievement of "Gold" status in the Ecovadis assessment

2014

- Simon Azoulay's chairmanship of the "Elles Bougent" association
- «Advanced» Differentiation Level from Global Compact
- Third Carbone® carbon footprint assessment

Challenges and strategy

A sustainable development strategy is only relevant and effective if it respects the core values of the Group, and is consistent with the challenges and expectations of its stakeholders.

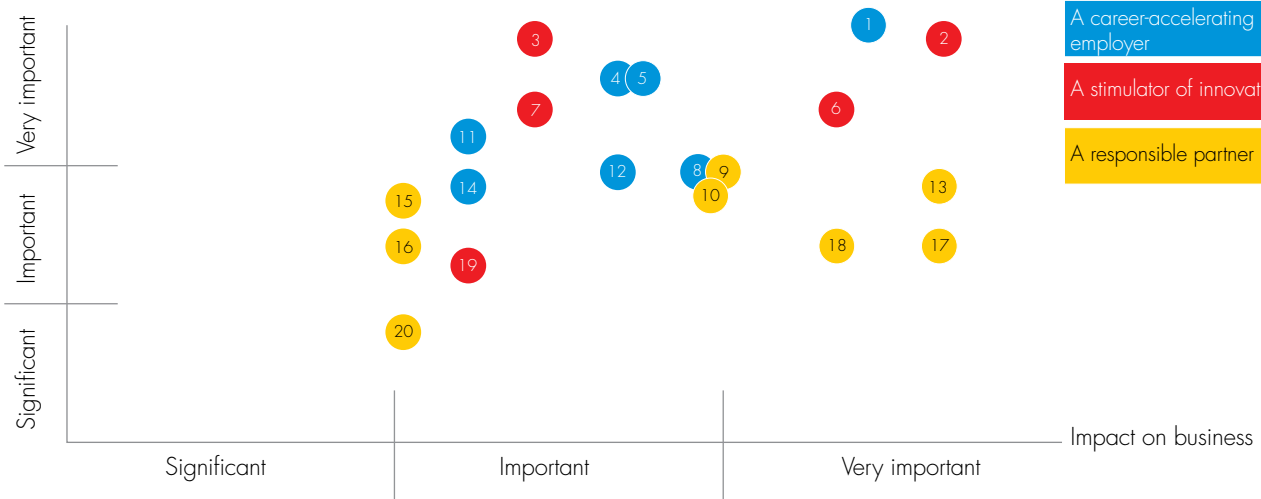
In 2015, ALTEN revised its materiality matrix to refine its analysis and ensure the validity of the results. To accomplish this, and in line with the initial work carried out two years previously, the Group elected to comply with the materiality principle, as set out in the Global Reporting Initiative (GRI) Guidelines. Challenges are considered “material” for an entity if they can affect the company’s short-term performance, determine its capacity to achieve its strategic objectives or match best practice in its sector, alter the behaviour of

stakeholders, or shape change in the Group (new standards, new trends, etc.) Based primarily on industry analysis and meeting key stakeholders, this analysis is set forth using the following matrix:

This work has also made it possible to refocus the Group’s sustainable growth strategy around three main priorities specific to the ALTEN Group:

- a career-accelerating employer;
- an innovation catalyst;
- a responsible partner.

Importance for stakeholders



A career-accelerating employer

- 1 Attract and retain talent
- 4 Promote talents and offer sustainable career paths
- 5 Promote diversity and equal opportunity
- 8 Make safety in the workplace a priority
- 11 See to the well-being of employees in the workplace
- 12 Develop the skills of every person, and reinforce their employability
- 14 Develop social dialogue

A stimulator of innovation

- 2 Develop innovative and sustainable solutions for our customers and society
- 3 Promote professions which are engineering-related
- 6 Promote the development of technical competencies through R&D
- 7 Promote the sharing of knowledge among stakeholders
- 19 Support talented engineers

A responsible partner

- 9 Place ethics at the heart of our activities
- 10 Be involved in long-term relationships with our partners
- 13 Maximise customer satisfaction
- 15 Support strong and meaningful societal initiatives
- 16 Have dialogues with stakeholders
- 17 Develop worldwide and in France
- 18 Ensure the security of information systems
- 20 Minimise the environmental impact of our facilities

Recognition

The ALTEN Group's sustainable development approach regularly obtains certifications, labels and ratings, demonstrating the Group's commitment and non-financial performance.



Top Employer®: for the fifth consecutive year, ALTEN received the Top Employer® label in France, awarded by the CRF Institute. This label highlights and rewards the Human Resources policy and investment in human capital made by the Group with a view to being a model employer. Also noteworthy, ALTEN Spain obtained certification for the first time in 2015.



EcoVadis Rating: In late 2015, the ALTEN Group asked EcoVadis to assess, for the seventh consecutive year, the responsibility of its practices. The Group's sustainable development approach received a score of 74/100, allowing it to maintain its "Gold" level and ranking it among the top 2% of the companies rated by EcoVadis.



Management Systems Certifications: international standards are strategic tools and guidelines: incorporating the requirements of these standards into companies' management systems ensures maximum effectiveness. ALTEN has obtained ISO 9001 and EN 9100 (aerospace sector) certification for its quality management system, and ISO 14001 certification for its environmental management performance.



Health & Safety Certifications: ALTEN has had MASE (manual for the improvement of company safety) certification since 2008 and CEFRI (certification for working in radioactive sites) certification since 2007, bearing witness to the efforts made and successes achieved thanks to its Health & Safety management system.



Global Compact: a signatory of the UN Global Compact since 2010, the Group has yet again demonstrated in 2015 the success of its sustainability commitments and initiatives by the renewal of its Communication on Progress (COP) at the Advanced Level.



CDP (previously Carbon Disclosure Project): In 2015, participating for the fourth time in the CDP assessment, the Group scored 100 B, earning it a place on the Climate Disclosure Index, an index that lists all the companies that obtained a maximum score of 100.



Trendence: in 2015, ALTEN was up 16 points and maintained its top 100 ranking of the favourite employers of engineering school students



Universum: in the 2015 rankings of the most attractive employers for top business and engineering school students, ALTEN made the best showing for engineering students, catapulting directly to the 88th position.

Highlights of 2015

Streamlining of printer inventory

In 2015, a project for streamlining the printer inventory was launched on a national level. Rolled out in collaboration with Purchasing, the in-house Information Systems and Sustainable Development Departments, this far-reaching project covers many areas. In addition to optimising the number of printers and reducing them by 58%, the Group rolled out a secure printing system to enhance information security and raise employee awareness. The system uses a badge reader, provides environmental impact information (CO₂, water, energy) for each print-out and configures the machines to print in black-and-white and recto-verso as the default. Management of equipment end-of-life is also a crucial component, and will be a priority project in 2016.



CDP Rating

In recent years, investors and stakeholders have given increasing importance and respect to non-financial rating agencies. These agencies assess and rank companies based on their CSR programmes.

The CDP is an international organisation consisting of over 820 investors, representing \$95 trillion in capital. Its aim is to assess the impact of large corporations on climate change.

The analysis is based on an annual questionnaire sent to corporations to collect information on both their integration of climate change (strategy, risks and opportunities, etc.) and their greenhouse gas emissions. CDP's rating is scored out of 100 to reflect the transparency criteria and a letter between A and E to represent the performance of the measures taken to reduce climate change.

In 2015, participating for the fourth time in the CDP assessment, the Group scored 100B, earning it a place on the Climate Disclosure Index, an index that lists all the companies that obtained a maximum score of 100.

This remarkable progress compared to previous year results demonstrates the Group's efforts to integrate climate change into its strategy.



Renewing its founding documents: business ethics, workplace relations and responsible purchasing

ALTEN's policies, strategic guidelines and commitments to sustainable development are set out in the founding documents, echoing the fundamental principles of integrity and transparency implemented by the Group's management and employees to continuously forging bonds of trust.

In 2015, two of these key documents were updated and reinforced: The Compliance & Ethics Charter and the Responsible Purchasing Charter.

The new Ethics Charter sets out new Group-wide commitments and strengthens or supplements the driving principles included in the first version dating back to 2011, notably in terms of the following issues: requirements placed on suppliers and subcontractors; preservation of the environment; protection of data and assets; health and safety at work; respect for the Group.

In addition, the Group, which is dedicated to promoting Sustainable Development throughout its sphere of influence, has reaffirmed its position with a new Responsible Purchasing Charter, setting out ALTEN's commitments to its suppliers in France and detailing its expectations and requirements.

Lastly, it is worth noting that a Code of Human Relations in the Workplace has also been drawn up. Through this document, the Group sought to create the basis of a shared commitment, reflecting its determination to respect and ensure respect

for principles of corporate action and conduct covering employment, working collectively and individual behaviours. This Code establishes a set of attitudes and goals to which ALTEN employees should aspire.



Launching the ALTEN Awards

In late 2015, ALTEN launched a new in-house competition, the ALTEN Awards, to reward the men and women who are the pride of this Group. Open to all engineering consultants, the competition is designed to highlight their professional backgrounds and successes.

The results of this first edition were announced in early 2016.



ALTEN Innovation Day

In 2015, the Group launched a new encounter for digital innovation enthusiasts: the ALTEN Digital Innovation Day. During the course of this one-of-a-kind event, candidates had the opportunity to participate in conferences on current topics, presented by employees from the Group's Technical Division. Dedicated information and exchange venues, the «Villages Talent Spots» offered the chance to benefit from feedback from specialists on topics such as Devops, Smart Consulting or Data Secure.



Excellencia Trophy

In 2015, ALTEN opted to become a Premium Partner of the Excellencia Trophy. The main objective of this initiative of Femmes du Numérique («Women in the Digital World») and Pasc@line is to promote the digital sector to young women, to break stereotypes, and to raise awareness of the opportunities for women in technology-related jobs.

The trophy is for female secondary-school students, women entrepreneurs and women invested in a social or humanitarian action, in connection with the digital world, in three categories: Trophy for «Creator of a Digital Business»: Trophy for «Scientific Student»: Trophy for «Woman invested in social and humanitarian action»:

For this second edition, 79 applications were received, and 12 women were presented with their awards in person, in the presence of Axelle Lemaire, the French Secretary of State for Digital Affairs.

Key figures

9,722 employees,
including 24 % women, 98% on
permanent employment contracts
and 88% of engineer consultants



3,492 new hires,
including 92% recruited
on permanent contracts

92 % of annual reviews carried out

2.56 frequency rate of lost time accidents

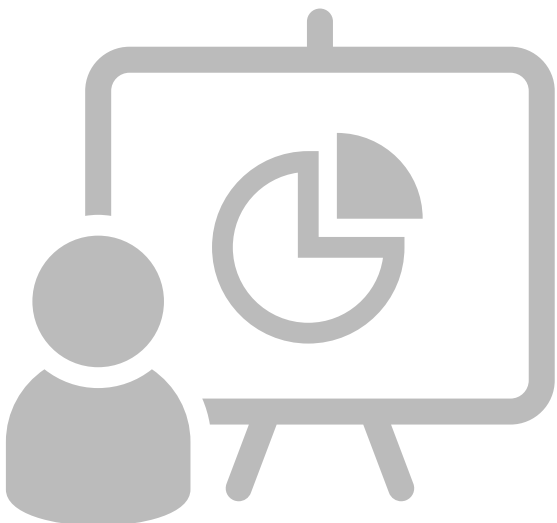
39 % of sites in France
with ISO 14001 certification

80 preferred partner relationships
with target schools

110 g CO₂/km average emissions
for the fleet of company cars

74 / 100
EcoVadis non-financial rating score

(Scope: French legal entities)



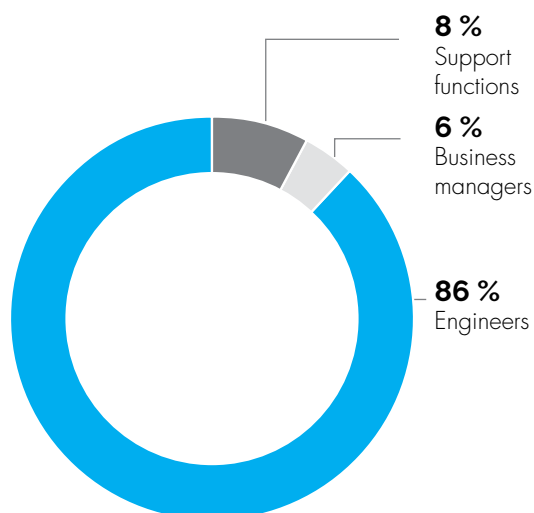
I. A career-accelerating employer

1.1 ALTEN, major player in employment

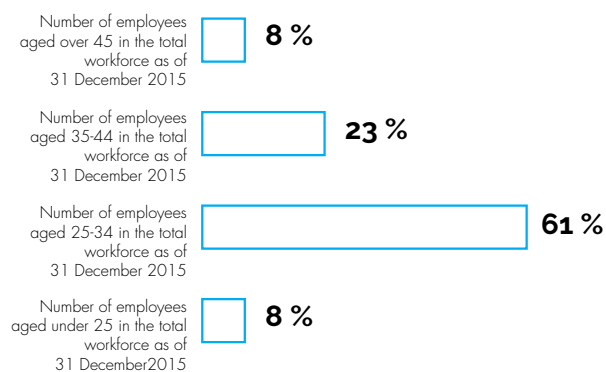
As of 31 December 2015, the ALTEN Group's workforce in the reporting scope under review totalled 16,249 employees.

	Number of female employees	Number of male employees	TOTAL		2014
France	2,347	7,375	9,722	60%	9,375
Germany	392	1,391	1,783	11%	1,229
Belgium	76	244	320	2%	269
Spain	417	1,021	1,438	9%	1,273
Italy	173	546	719	4%	637
Sweden	245	928	1,173	7%	1,116
India	227	867	1,094	7%	Not covered in 2014
	24%	76%	16,249		13,899

Among them, 86% were engineer consultants and 92% were employed on permanent contracts in 2015.



Within the reporting scope under review, almost 70% of employees were aged under 35.



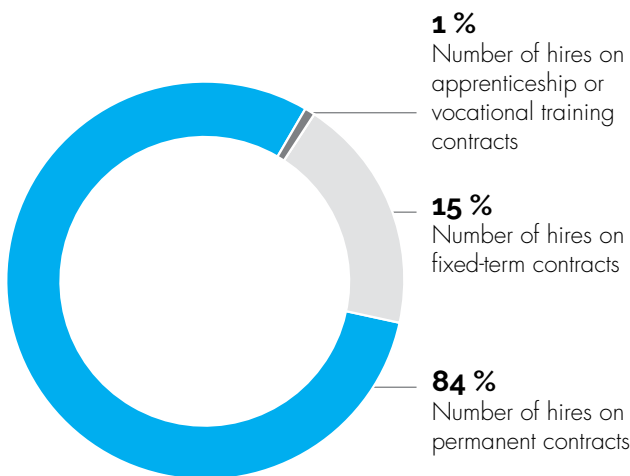
The average age in France was 31.

*Reporting scope under review: see methodological note

Pro-active hiring activity

In the context of a robust commitment, in which ALTEN's customers are becoming increasingly demanding in terms of quality and productivity, the ability to identify, hire, develop and promote the most talented people is of strategic importance.

ALTEN is a major player in the engineering job market in Europe. In 2015, the Group continued its active international recruitment policy, welcoming more than 6,000 engineers and high-potential employees to its teams in the reporting scope under review, of which 3,400 are in France. Among them, 84% were hired on permanent contracts on the Group scope, and 92% were hired in France.



This recruitment trend is underpinned by an industrialised skills analysis process to identify and recruit high-level profiles. The exclusive survey by "L'Usine Nouvelle", published at the very start of the year, also placed the Group among the top 11 recruiters in 2016.

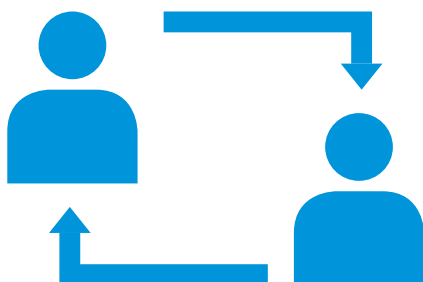
A genuine career springboard, ALTEN recruits many young graduates. The Group's teams of consultants work on the largest technology projects in the following industries: Aeronautics, Space & Defence, Land Transport, Energy & Life Sciences, Telecoms & Multimedia, Finance & Services. They open up opportunities for development within sectors and geographical areas alike. This is why the Group requires its engineers to have life skills equipping them to adapt to rapidly changing environments, in addition to high-level technical skills and knowledge of the customer's industry.

To identify potential candidates as early as possible, ALTEN cultivates many ties with future graduates. Numerous events forging contacts with candidates are held each year:



- The ALTEN Job Tour, a veritable Tour de France of career opportunities, each year allows countless candidate engineers to meet ALTEN on its premises and to discover its activities. In 2015, over 600 candidates took part in the event in 11 cities;
 - The ALTEN Backstage, soirée, launched with great success for the first time in 2014, was repeated this year on the Group's premises. Aim of the event: to enable students to learn more about final-year internships at ALTEN through quality interviews, while at the same time discovering the Group and its business segments. In 2015, some 100 participants attended, with close to 60 training programmes offered and 15 engineering fields represented;
 - In November 2015, the Group launched a new encounter for digital innovation enthusiasts: the ALTEN Digital Innovation Day. This event dedicated to digital innovation allows candidates to get key, up-to-date information, attend technical conferences and meet and exchange with specialists on specific topics. For this first edition, four conferences were proposed and presented by employees from the Group's Technical Division;
 - «How are developers adapting to the digital shake-up?»,
 - «Evolving infrastructure: what impact will virtualisation have on business lines?»,
 - «Threat Management: expertise beyond technological solutions»,
 - «How to get the most out of mountains of data»,
- Villages Talent Spots», held by ALTEN personnel officers, managers and consultants were also organised to offer participants tangible feedback on topics such as Devops, Smart Consulting or Data Secure. The day's activities made it possible to raise the awareness of close to thirty young people;

- The Group also takes part, in France and throughout the world, in numerous job fairs and specialised recruitment forums. These events are an opportunity for students and graduates to meet recruiters, to discover career opportunities and to benefit from a wealth of recruitment advice from professionals. In 2015, ALTEN participated in 80 fairs and forums in France. In Belgium, the Group has partnered with LSM Conseil, a junior enterprise, offering annual, technical and functional workshops for students of the Catholic University of Louvain La Neuve. Four workshops designed specifically to meet the needs of the Junior Enterprise were held again this year. Another noteworthy item was ALTEN Belgium's participation as a jury member at the LSM Business Cup, the biggest CSR-oriented Business Game in Europe.



- In addition, the Group maintains **close partnership relations** with many engineering and business schools. In France, ALTEN has an active commitment alongside more than 80 target schools, and regularly organises HR workshops (mock interviews, CV workshops, etc.) and trade and technical conferences. Thanks to the opportunities created by the Group's R&D work, support is offered every year to students preparing doctoral theses deemed to have a particularly high level of quality and technical content. In Germany, ALTEN GMBH has identified close to 40 target universities and forged a close relationship with some of them. A number of events such as recruitment parties, interviews, presentations, workshops and other activities have been organised through these exchanges.
- Spain and Italy are also very active: partnerships have been forged with more than 70 and 40 universities in each country respectively. At ALTEN Technology, a student mentoring programme was initiated in Hamburg and Hanover. Supported, coached and mentored by ALTEN employees from various departments such as HR, Finance, IT or Engineering, these students are also offered job opportunities within the Group upon graduation.

Forging close relationships with academia calls more and more frequently upon the relationship networks of ALTEN's employees. An internal referral system encourages and rewards the promotion of job applications by employees. This system currently represents 11.4% of hires in France. As true ambassadors of the Group, an increasing number of ALTEN's consultants and managers visit their old universities to give lessons, tutorials, conferences and skills-transfer sessions. ALTEN is proud to see its employees share the Group's values in their networks.

Lastly, the Group is making itself increasingly visible on social media and the Internet. Highlighting initiatives, sharing links and relaying information, exchanges, profiles and interviews of consultants: ALTEN has active Facebook and Twitter accounts, as well as a dedicated YouTube channel. The Group also runs several information and opinion sharing hubs on the Viadeo and LinkedIn professional social networks.



The ALTEN Innovation Center

The ALTEN Innovation Centre has for several years welcomed engineering school students, allowing them to complete their internships in the most instructive environment possible. This original approach implemented by ALTEN is built on four pillars:

- Challenging topics: interns are responsible for developing an innovation that includes a sustainable development dimension (environmental or societal);
- Accountability: interns are responsible for both the execution and management of the work entrusted to them. This places them at the heart of three major phases that form the backbone of all innovative projects at ALTEN: framing, modelling and prototyping;
- An environment rich in methodology: interns develop their project in accordance with the framework drafted by ALTEN for the development of innovation, and use ALTEN's Agile methodology specifically designed for innovative projects;
- Dedicated support: trainees are placed under the responsibility of an ALTEN expert to advise and guide them in their approach to innovation. In this way, they are "coached" more than managed.

In addition to this approach, The ALTEN Innovation Centre organised the 2nd edition of the ALTEN Open Mind Challenge in 2015, initiated in 2014 in partnership with the CNJE (National Confederation of Junior Enterprises). This challenge is open to teams of engineering school students working on innovative and sustainable technology projects. The winning team is invited to work towards the realisation of its project through end-of-course internships at the ALTEN Innovation Center.

The winners of the 2014 edition were thus able to develop their «Guardian Angel» project (a «security assistant» drone in an urban environment). As a result of the work carried out at ALTEN, the winners are expected to launch a startup and apply for a patent. The junior enterprise of Toulouse won the 2015 edition of the Challenge with its «Infinite Structures» project aimed at creating temporary structures (bridges, sheds, tables, chairs, and others) using infinitely reusable components that automatically join together using electromagnetic force. In 2016, a group of students will join the ALTEN Innovation Center to work on this innovative project.

Industrial relations and collective agreements

See sections "17.4 Collective agreements" and "17.5.5 Employee relations" of this document. Presented in this report relates solely to the Group's entities in France. Within the scope of international reporting, more than 500 agreements were signed.

Remuneration and profit-sharing

See sections "17.3 Agreement on employee profit-sharing" and "17.5.7 Remuneration, mandatory and discretionary profit-sharing and savings plans" in this document.



1.2 Career management, internal mobility and training

Career management

Being a responsible employer means making the development of human capital a priority.

A Top Employer© since 2012, ALTEN has implemented a dynamic HR management policy focused on diversity of career paths and skills development. This allows each employee to keep their skills up to date and enhance their employability, and the Group to secure its growth prospects by identifying the skills needed now and in the future. Moreover, ALTEN has adapted its internal organisation in order to better target the expectations and specificities of its three employee groups: engineering consultants, business managers, and support personnel.

The career management of **engineering consultants** is driven by internal processes implemented by business managers and the Engineering Career Development Department («DCI»): annual interviews (over 4,400 in 2015, or 91% of notional engineer interviews) serve to identify the skills acquired and those that need to be developed, to take note of training requirements and to frame development plans. Career interviews are an opportunity to reflect on the direction taken by the career path. In 2015, DCI chose to reinforce the integration of consultants by offering them e-learning training modules, so that they would better understand the ALTEN group and expectations in terms of behavioural competencies. The DCI also wished to reinforce business manager training in consultant management, through training modules on conducting the annual interview and consultant monitoring.

Alongside the managers, Career Committees bring together the operations managers twice yearly, who review the performances of each business manager. Business results, hiring results, and development results, as well as compliance with the process and the quality of monitoring are reviewed on this occasion. Also, decisions are made regarding hierarchical changes and functional and geographic mobility. Moreover, each year, the annual assessments of the business managers provide the opportunity to review the previous year with their line managers and decide on the action plans needed to achieve goals. Lastly, the AMPLIFY training paths are designed for business managers to acquire the competencies and know-how that are essential to this profession. All throughout their career, individual support, courses in theory, e-learning modules and assessments reinforce what they learn in the field, with operational performance as its goal. Also of note, an «integration passport» is now in place in ALTEN in both France and Germany intended to provide new managers with the benefit of support of an experienced manager and

supervision in certain key assignments: business prospecting, hiring interviews, preparation of technical meetings; etc.



Dynamic career paths in **support roles** ensure we can fill one out of three positions from within the Group, and this statistic has remained stable for over three years. These employees have opportunities to develop their careers in different ways. They can acquire expertise in their profession and become a leader for their area, or opt for a supervisory career. Moreover, each business line offers generous possibilities of working on cross-disciplinary projects, such as the implementation of information systems and process harmonisation. ALTEN never stands still and there is no shortage of new project deployments. To keep pace with all these career development options, the Department for Development of Support Positions («DDS») introduced a number of different evaluation processes several years ago: annual interviews and Career Committees. Beyond providing daily support for managers, multi-channel training ensures skills development. The DDS also supports employees through career interviews so that they can plan and shape a future in the Group. These interviews also serve to organise internal transfers, which align as closely as possible with their career aims and competencies.

The Group's subsidiaries also take care to deploy customised tools to identify and develop their talents. In Germany, for instance, ALTEN GmbH has two customised coaching programmes to support managers or consultants at every stage of their careers. In Italy, all employees are offered annual interviews.

Lastly, ALTEN and its subsidiaries introduced various tools for collaborative skills management and to adjust training and hiring plans. In France, for example, ALTEN introduced a new platform for engineers, managers and recruitment staff two years ago to fine-tune the mapping of skills and to optimise the search for profiles matching customer needs. In Spain, an in-house application, accessible to all employees, was

developed in 2015 to consolidate all information on hiring and internships.

ALTEN, Top Employer© 2016



For the fifth year in succession, ALTEN was named Top Employer© France 2016, which rewards companies for their HR policy deployed in 2015.

The awarding of this label is based on an internal audit built upon a reference framework of 400 HR practises covering different aspects of human resources: training, development, career management, diversity, policy of well-being, societal responsibility, communication and corporate culture.

ALTEN stands out for its young talent management and development policy, its large-scale training agenda, and its role as a career springboard in particular for young graduates. Also of note, the certification of ALTEN Spain for the first time in 2015!

Internal mobility

With a view to relying in the first place on its employees in its international expansion, ALTEN has also implemented tools to collect and organise requests for mobility.

Geographic and functional mobility is encouraged in the ALTEN Group. The development of the ALTEN Group internationally brings with it opportunities to pursue careers abroad. Trained in France, some motivated business managers, who speak the local language and have a proven track record, are given responsibility for exporting our business model to the new entities.

This mobility allows all employees to develop their skills, giving a boost to their careers and expanding their horizons through the discovery of new cultures. For example, in 2015, 376 employees in France and more than 497 in the reporting scope under review were recruited by means of inter-company mobility.

Skills development and enhanced employability

ALTEN is at the heart of a constantly changing world. The Group's training policy takes into account these changes and prepares for tomorrow's challenges, with the main objective of adapting the skills of its employees to the needs of the market and supporting them in their professional projects.

Each Group entity has its own specific training department, giving it greater proximity to employees. Moreover, the Group's internal university, the ALTEN Training Centre (ATC), an accredited training organisation, promotes internal training, and structures and diversifies training opportunities for all employees, regardless of their job. It is also a platform for dialogue and a source of role models, thereby generating genuine internal cohesion.

The ATC has three flagship programmes:



AMPLIFY: designed to improve the performance and support the development of business managers.



ALTEN Way of Project Management: designed for project managers and engineers, with the aim of ramping up the skills of project personnel, disseminating shared project management practises in the Group, and deploying internal methodologies.

This training addresses two of the principle priorities identified as essential to the projects carried out by ALTEN: a technology priority (Workpackage Management – ALTEN methodology – financial management of a project, etc.) and a project-management priority (customer relations, communication, people management, leadership, etc.).

People management and leadership: focused on the development of shared management practices, this management training programme for support roles was reinforced in 2014. A framework of managerial skills has been built to create a training programme tailored to each career path. This training programme has several components: traditional classroom-based training, self-assessment, «rapid learning», co-development, etc. In 2015, a leadership section was added.

More technical programmes are being developed for specific jobs based on capitalising on the expertise of our experts (HR, finance, nuclear energy, rail transport, etc.) as well as cross-cutting programmes related to security, sustainable development, etc.

The ATC offers a comprehensive range of courses, based upon diverse and innovative teaching methods: classroom training, co-development, practical training workshops, e-learning, and distance learning. The wealth of the training programmes offered by the ALTEN Training Centre is a means of continually enhancing the employability of our staff. Offering its employees an educational and collaborative environment is a key means of equipping ALTEN to rise to the challenges of tomorrow.

Focus on e-learning training courses

The development of new technologies has prompted ALTEN to take a new approach to training. E-learning platforms are now available. This solution offers modules tailored to the Group's businesses through "rapid learning" for the integration of newcomers, the support of management or the development of knowledge through technical resources provided by business experts. The "induction package" offers all newcomers a presentation of the Group and its commitments through a selection of e-learning modules on Jobs, Safety, Environment and Diversity.

- In 2015, in France, almost 98,900 hours of training were delivered within the reporting scope under review. A total of 3,200 employees (almost 33% of employees) attended at least one training session. In Germany, Belgium, Spain, Italy, Sweden and India, more than 74,500 training hours were provided, covering 60% of employees.
- In Belgium, the ALTEN Associate Programme aims to stimulate the integration of high-potential young employees by offering training on skills development or project management. It also promotes exchanges between consultants during meetings and conferences. In 2015, four certification sessions in the «Prince2» project management method were held. The 30 or so participating consultants were all certified, thus enlarging their areas of competence.
- In Spain, an innovative solution known as "I Cloud" was rolled out to resolve the difficulties of providing classroom-based training for employees. This effective and dynamic tool helps improve the knowledge of employees and promote their professional development, while at the same time improving ALTEN's customer service.
- In Sweden, many modules focused on the employees' personal development are available: health and well-being, stress management, and interview techniques.
- At ALTEN Technology in Germany, the language and management training courses offered, in addition to technical and mandatory modules required by customers, were immensely popular.
- In Italy, new arrivals have three years to take 40 hours of mandatory training in cross-disciplinary topics, and 210 additional technical training hours directly related to their jobs. The in-house ALTEN Italia Techno Academy was created in 2015. It is dedicated to engineering and delivers theoretical and practical training and courses focusing on thesis development.
- In India, all employees are required to take a minimum of 45 hours of training per year. Also, each new arrival is assigned a sponsor to support them over a period of several months and facilitate their integration.

1.3 Diversity lies at the core of the group's hr policy

Within ALTEN, diversity fosters the Group's values and its Human Resources policy. It wipes away traditional fixed ideas about engineering careers.

Engineering is multicultural

Cultural diversity is very real for the ALTEN Group, a genuine melting-pot of skills and employee profiles. Internal mobility, the Group's international growth, and the quality of recruitment underscore this diversity: skills know no boundaries! In France, for example, the Group's headcount is made up of over 68 nationalities.

Engineering careers are not reserved for men

Female secondary-school students, interns, apprentices, employees...throughout their career paths, ALTEN is committed to demonstrating to young women that engineering careers are not only for men. This commitment is evidenced at every stage, from hiring all throughout the hiring process and onboarding to loyalty-building.

ALTEN thus puts into place preferred partnerships with entities such as "Elles Bougent" («Women on the move»), «Pasc@line» or Syntec Numérique, in order to develop the scientific careers of secondary-school female students and motivate them to turn towards engineering careers.

Internally, ALTEN takes measures to promote gender equality, and hopes to build employee loyalty among its women employees. In 2015, regardless of function, 41% of women within the reporting scope under review attended at least one training session during the year. Their development is managed by HR committees and annual assessments, using the same criteria as for their male colleagues. On the Board of Directors, they account for 38% of members.

Furthermore, in 2013 the Group formed the "Elles d'ALTEN" internal network composed of women engineers from the Group. The objective is to enable cross-sector exchange between women colleagues, promote gender balance and female leadership within the Group, and to facilitate the development of the recruitment of women engineers. Coaching workshops have been organised to tackle the issue of self-image which differs between women and men, and the stereotypes that are still firmly in place concerning skill-sets being identified as either male or female. Since the autumn of 2014, the introduction of a dedicated bimonthly newsletter has been keeping ALTEN's women engineers fully informed of network news, key figures, portraits, events not to be missed and a series of selected articles. This network also forms a pool of potential female sponsors for the Group's actions with the "Elles Bougent" association.

Boosted by all these measures, the proportion of women in the Group's workforce in France has been increasingly steadily: 24% in 2015 and 2014, up from 23.2% in 2013 and 22.7% in 2012.

Engineering careers are compatible with disability

Both in France and abroad, ALTEN is tackling the problem of the shortage of disabled engineer candidates, confronted by a lack of infrastructure for higher education, and sometimes by preconceived ideas. The Group is gradually implementing a disability policy with pragmatic responses to the issues involved in hiring, job retention, and creating awareness regarding disability.

Since 2013, the Group's employees have had access to two e-learning courses intended to raise awareness and to facilitate integration of disabled people into the organisation. The objective of the first is to change views and attitudes regarding disability. It is an animated, entertaining and instructive film that describes the main challenges facing people with disabilities in a business. The second e-learning course, presented as a serious game, seeks to provide insight on incapacitating illnesses and to counter a number of common stereotypes.

To go a step further, ALTEN set up a disability working group in 2015, giving priority to:

- promoting relations with the sheltered sector;
- raising awareness and training ALTEN employees;
- retaining disabled employees in their jobs.

The stand-out actions during the year included a specific disability platform, which is accessible to all employees, to consolidate a large amount of awareness and training information in one place: e-books, e-learning modules, serious games and external videos. Moreover, a fully confidential disability help line, manned by a specialised outside contact person, answers employees' questions.

To mark the European Disability Employment Week in November 2015, ALTEN organised awareness-raising workshops in partnership with the Action Handicap France organisation for its employees at its Boulogne headquarters and in Toulouse. The participants tested their knowledge through a general interactive quiz on disability and also had the opportunity to test an electronic white cane.

These pilot workshops were very popular amongst employees as nearly 200 attended them.

We also completed mapping of purchases from the sheltered sector in 2014 to identify and target new partnership opportunities in 2015.

See also section "17.5.3 Employment and integration of employees with disabilities" in the present report.

When ALTEN's R&D mobilises to help...

The R&D Department at ALTEN is working on many projects to promote and assist disabled persons. From specific sight aids and medical devices to assistance for business travel, it has dedicated about 20 projects each year to these issues since 2012.



Focus on Spain

In Spain, ALTEN Spain remains very committed to employment of the disabled, as its long-standing partnership with the Adecco Foundation attests.

«Eight years have passed since the beginning of the collaboration between ALTEN and the Adecco Foundation. We have travelled a long road together with a shared goal in mind: to develop talent and to facilitate entry to the employment market for people in difficulty. This is an ambition which cannot, however, be realised without two preconditions: recognition of the importance of managing diversity in companies; and efforts to raise awareness, both internally and in the communities where we operate.

For ALTEN, diversity is a value that is seen as a way to enrich relations with our stakeholders and promote the on-going development of our employees at work.

Diversity accelerates equality, the ability to adapt to change, innovation and talent management — all of which we want to embrace, since diversity and integration are core values for ALTEN.

We will pursue our objectives in 2016: defining a corporate strategy focused on social, professional, and personal development, while combating the stereotypes and cultural barriers that block people from reaching their potential.»
José Gómez, HR Business Partner

Examples of projects developed by ALTEN Spain in the framework of this partnership:

- **Disability-friendly sports clubs**

Since 2010, ALTEN Spain has continued to support disabled children through the assistance programme for disability-friendly sports clubs. The project is aimed at social inclusion and an improved quality of life for children. Seven schools were active in 2015, receiving more than 80 young students.

- **The "Programa Unidos"**

In partnership with six major Spanish universities and 20 or so businesses, ALTEN Spain and the Adecco Foundation have been part of the «Programa Unidos» project since September 2013. With this programme, firms support and guide disabled students throughout their schooling so that they may acquire the skills and aptitudes they need to further a successful career and their advancement in the business world.

- **Personalised integration**

Specific training for an eight-month period offered to a young disabled woman to enable her to join the Human Resources team at ALTEN Spain and optimise her integration.

- **An International Day of People with Disabilities**

To mark the International Day of People with Disabilities, on 3 December last ALTEN joined in the Adecco Foundation's #Reacciona. This event made it possible for the Group to affirm its commitment, to dialogue and to raise awareness internally about the clichés facing disabled persons.

- **Awareness-raising campaigns for the families**

In 2015, various family campaigns engaged employees and raised awareness of disability. They included a drawing contest, «Sueños de Papel» («Paper Dreams»), to portray the reality of disability in original and playful drawings, and an awareness-raising calendar, created from all of the drawings from the «Sueños de Papel» contest.

Engineering has no age limits

While the average age of ALTEN employees is relatively low (in France, the average age is 31 and within the reporting scope under review, almost 70% of the Group's employees are younger than 35), the expertise of more experienced employees has helped to capitalise key knowledge and skills for the Group. The Group has a dedicated process for managing their career paths, comprising a "second half of career" interview and special access to training. At the same time, ALTEN ensures that their expertise is passed on to the Group's young graduates, interns and those on work-study placements.

The Group takes on many young people through internships, apprenticeships or work-study schemes, mostly in the support function areas that are better suited to this type of contract. Each young person is supervised by an ALTEN tutor, responsible for helping the new employee settle in and his or her satisfactory performance. The tutor passes on his or her knowledge to the student, ensuring that they gradually acquire new skills in accordance with the training programme and their future profession. At the end of the contract, a successful internship can lead to a permanent contract: for ALTEN, the integration of work-study students is a chance to train employees in the Group's occupations and identify the best potential future employees.

Some figures in 2015:

- 196 internships completed

- 100 people hired on contracts of apprenticeship or vocational training

News of the partnership between ALTEN and Pôle Emploi for preparing young unemployed engineers for the developer profession

The shortage of developers in the job market today translates to over 10,000 engineers in France and the needs for occupational skills are growing.

Buoyed by a successful pilot scheme at one of its subsidiaries, in 2014 ALTEN launched a POE programme (Operational Planning for Employment) in partnership with "Pôle Emploi" to train young graduates who have no experience as a developer. Over the course of this first year, 26 young people thus received the following training, the prize being a permanent contract:

- NET and new technologies for digital markets and general consumer sites showing very high growth
- Network and security technologies
- Mainframe Technologies, still widely used these days

In 2015, this operation was continued, and nine young people were hired, having taken training modules in the following areas:

- Infrastructures
- Testing and quality assurance



1.4 Employee safety

The safety of our employees is a top priority. The Group is rolling out a comprehensive health and safety programme concerning its employees, with regard to the requirements of our customers, regulations and high standards set internally. This strategy is based on:

- **Risk prevention** consists in identifying all risks to which employees may be exposed, raising employee awareness of those risks and ways to reduce them, and dialogue and communication with the Health and Safety Committee. All the Group's subsidiaries reaching the relevant regulatory thresholds organise CHSCT meetings, convened as often as the law requires;
- **Training**, with a proactive approach to both regulatory and voluntary schemes. In 2015, more than 12,000 hours of training were dedicated to safety, and since 2011, 374 managers have attended stress management training sessions.
- **Awareness training** for employees regarding specific risks are regularly organised on site. The "Health, Safety & Environment" booklet, launched at the end of 2012 and circulated to all employees, is the reference document for awareness-raising;
- **The provision of dedicated equipment**, such as personal protective equipment. In addition, since 2012, all of ALTEN's sites have been equipped with defibrillators;
- **Monitoring regulations and standards** enabling ALTEN to respond to and anticipate safety regulations as early as possible.

Furthermore, ALTEN has had MASE (Manual for the Improvement of Company Safety) certification since 2008 and CEFRI (Certification for Working in Radioactive Sites) certification since 2007, bearing witness to the efforts made and the success achieved thanks to procedures and the manner in which the Health and Safety management system operates.

In 2015, 38, lost time accidents were reported in France (excluding commuting accidents), compared with 51 in 2014.

Rates of occurrence and severity stood at 2.56 and 0.05, respectively.

See also section "17.5.6 Health and safety" in this report.

Safety and the digital world:

In the era of digitisation of services, the ALTEN Group is digitising personal safety management. Following the introduction of an e-learning platform covering all of the security training tools, 2015 was the opportunity to digitise management of prevention, personal protective equipment (PPE) and HSE risk management plans linked to the business. In essence, all the relevant business functions can access crucial safety information on the MySafety platform to meet three priorities:

- Improving knowledge of employee safety risks by all of the internal stakeholders
- Increasing the level of control over HSE risks
- Building the platform on a collaborative basis, so that each person can be invested in the continuous improvement of safety management

Organisation of working time and absenteeism

In 2015, the part-time workforce represented 2% of employees in France.

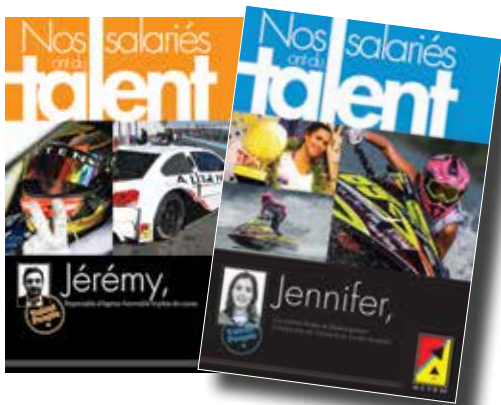
Levels of absenteeism reflect the aggregate of days of absence through sick leave and work or commuting accidents. In 2015 in France, it amounted to 1.67%, down slightly compared to the 2014 figure.

No occupational disease was reported within the ALTEN SA perimeter.

1.5 Quality of in the worplace

The ALTEN Group is committed to implementing concrete actions designed to promote the development of talent, quality of life at work and welfare in the workplace. As a result, a large number of recurring or one-off actions have been introduced in France and in the Group's subsidiaries abroad:

- Through the internal "Our personnel has talent" programme, for several years now ALTEN has sponsored various activities by employees outside of work, either their own favourite pastimes or personal initiatives in the fields of sport, humanitarian action, science or culture. ALTEN encourages and promotes young talents acknowledging their diverse nature. In 2015, the Group sponsored Jérémy, an agency manager and endurance rider competing on the international racing circuit. ALTEN also helped Henri, a business manager in Aerospace and Defence, to develop his Cocliclown non-profit organisation to provide services to sick or disadvantaged children; and Lucille, an engineering consultant, to handle the competitive season of her newly-named club, «ALTEN Handball»;



- For over 25 years, the Group's engineering consultants have supported their clients in projects involving technological challenges, in France and internationally. Because innovation and research into technical solutions are part of ALTEN's DNA, we are committed to promoting the talents that contribute to our success. In 2015, ALTEN launched the first round of the ALTEN AWARDS. Divided into seven categories, the competition rewards the achievements of engineering consultants:

- ALTEN Award for a Project Manager of a Structured Project;
- ALTEN Award for Innovation;
- ALTEN Award for Contribution to Corporate Development;
- ALTEN Award for Mobility;
- ALTEN Award for Most Promising Start;
- ALTEN Award for Site Manager of the Year;
- ALTEN Award for Sustainable Development.

The results of this new challenge will be announced during the awards presentation ceremony in March 2016.

- To promote the health and welfare of its employees, the ALTEN Group encourages and supports numerous adhoc actions all over the world. In France, weekly express massage sessions or yoga courses are offered to employees at the registered office. In Belgium, relaxation areas with babyfoot and PlayStation are provided for employees, in addition to the yoga classes that have been available for the past two years. The Group supports forming ALTEN-sponsored running teams for races in France (in particular the Soli'Run and the Parisienne), in Belgium (the Brussels 20km race and the spectacular survival race, «Battle of Thor»), in Spain (the inter-business challenge, «La Carrera de las Empresas»), in Germany (two events, in Munich and Coburg for ALTEN GmbH; marathons, triathlons, bicycle races and other competitive sports at ALTEN Technology), and in Sweden (trail races, foot races, and sailing races, between employees or with customers of the Group). In India, sports and team spirit are also to the fore, with regular company and inter-company cricket tournaments. There are regular awareness campaigns promoting a healthier lifestyle or incentives for people to opt for cycling over cars for commutes offered to employees of ALTEN GmbH in Germany.

- Lastly, the Group has set up an Intranet portal accessible to all personnel with an ideas box encouraging suggestions for improvements in areas such as wellness, business, processes, tools, activities, or any other subject that they feel strongly about. This ideas box constitutes an inexhaustible source of participative inspiration and innovation for the Group.



Feedback on the projects that received awards from the first special round for Sustainable Development, sponsored internally.

In late 2014, a special round, focused on sustainable development, was proposed for the first time to employees. Around ten consultants, support functions and even apprentices joined the challenge, thereby expressing their spirit of initiative, their creativity and their values. Among the possibilities selected, four were rewarded and supported, both internally and externally, during the course of the 2015 year.

The Tangara Workshops

Naim, an ALTEN consultant, is a member of the Colombbus Association. This association organises the Tangara workshops for 11 to 16 year-olds. These are a stepping-stone to the discovery of digital domains through a programming apprenticeship scheme. The goals of this association are manifold: to promote "active" use of computers, to raise awareness of digital domains, to promote success for all and equal opportunity, and to develop creativity and entrepreneurial spirit.

Equine Therapy

Julien, a member of the Versailles Riding Club, was particularly sensitive to the use of equine therapy developed by his equestrian centre, which provides therapeutic support to disabled persons.

PayeTaMontagne

Anthony is organising a one-week bike challenge from the Pyrenees to the Massif Central to collect donations to be used for holidays for children of the Toulouse Secours Populaire (a humanitarian organisation). This was a great sporting and humanitarian challenge for the engineer and his team.

Carnaval de Toulouse

For the past three years, Thomas has built a giant bike-drawn float for the Carnaval of Toulouse featuring effigies of animals threatened with extinction. After a toucan and a jaguar, he chose a gorilla in 2015.

Through this special edition dedicated to Sustainable Development, the ALTEN Group is reasserting its determination to support the sustainable commitments

and convictions of its employees. The award-winning projects were selected for their originality, their technical or voluntary nature, and the level of personal involvement from their promoters.

At the end of 2015, a new special round for Sustainable Development with in-house sponsorship was launched. Five projects will be supported and presented throughout 2016.



II. Stimulator of innovation

2.1 Promoting engineering professions

The Group shares its skills and experience and prepares today's talented young individuals to meet the challenges of tomorrow. ALTEN also highlights initiatives and projects led by outstanding engineers by offering two trophies.

Confédération Nationale des Junior-Entreprises

Premium Partner of the Confédération Nationale des Junior-Entreprises (CNJE) since 2011, ALTEN actively supports this movement of more than 17,000 students. The CNJE's mission is to coordinate, support and create exposure for 160 Junior Enterprises (JE), i.e. student associations located across France in Grandes Ecoles and universities.



A long-term venture, this partnership is based on a determination to promote and spread the entrepreneurial spirit among students through bridges to the business world. It also allows the Group to enjoy privileged ties with potential future candidates who show a distinct entrepreneurial leaning, people likely to be hired by the Group as business managers, in support functions or as high-potential project engineers.

In addition to financial support, ALTEN helps young entrepreneurs through skills-transfer sessions to develop their study subjects as a group and build their individual career plans. In 2015, the Group attended the two National Congresses (winter and spring) and fourteen Regional Congresses organised by the CNJE. Over 1,500 young entrepreneurs were trained by way of project management modules and intensive training in business prospection.

As a Premium Partner, ALTEN helps to evaluate the young entrepreneurs for the Excellence Prize which awards the best structure of the year. ESCadrille, the junior enterprise of Toulouse Business School won the prize in 2015. ALTEN also awarded the «Label Ingénieur» to ENVOL (a Junior Enterprise of Ecole Nationale de l'Aviation Civile). Lastly, the Challenge Junior Pérenne, in recognition of

the JE best placed to maintain and develop its level of performance, was awarded in November to Skema Conseil Lille.

Testimony: ALTEN Partnership – Centrale Lille Projets Pierre Bertrand, Chairman of Centrale Lille Projets

«ALTEN and Centrale Lille Projets will celebrate their four years of partnership this year. Four years of enjoyable meetings and dialogue with ALTEN group representatives.

ALTEN shares its expertise with us on problems that directly concern our development, especially in terms of Business Development. ALTEN's employees help us to overcome any difficulties there may be with selling an engineering school, and to hone our prospecting skills. Responding to criticism, creating a need, pitching an idea — all practises that enable us to transcend the school setting.

In addition to the training, we also share a number of engineering topics. We have much in common with ALTEN and its businesses. It should come as no surprise to find one or two members of Centrale Lille Projets as interns in an ALTEN branch every year.

The training is excellent and we share goals and values. We are very committed to this partnership, and hope to continue it in the long term.»

Pasc@line



ALTEN also gives its backing to initiatives from the Pasc@line association to promote professions in the digital sector to junior and high-school students. The objectives are to raise awareness among young people, especially girls, of the professional issues at stake with the digital revolution, to help educational institutions communicate more effectively on the opportunities and professions available to young people from all backgrounds, to adapt teaching programmes to better prepare young people for the needs of businesses in an international environment and reassure them over employment prospects, and to work on understanding and anticipating the evolution of digital professions. ALTEN's presence on the Board of Directors and the Communication Commission allows the Group to exchange and cooperate with teaching establishments and other professionals in order to develop the spread of digital culture to all levels of teaching and, beyond that, to corporate executives.

In 2015, ALTEN opted to become a Premium Partner of the Excellencia Trophy. The main objective of this initiative of Femmes du Numérique («Women in the Digital World») and Pasc@line is to promote the digital sector to young women, to break stereotypes, and to raise awareness of the opportunities for women in technology-related jobs.

The trophy is for female secondary-school students, women entrepreneurs and women invested in a social or humanitarian action, in connection with the digital world, in three categories:

- Trophy for «Creator of a Digital Business»: support for a business creation project in the digital sector, with four months of technical and marketing acceleration and personalised coaching;
- Trophy for «Scientific Student»: funding of the curriculum for two female students in one of the partner schools;
- Trophy for «Woman invested in social and humanitarian action»: support for the action in which a woman has voluntarily invested herself, who is working in a digital business.

This year, 79 applications were received, and 12 women were presented with their awards in person, in the presence of Axelle Lemaire, the French Secretary of State for Digital Affairs.



Interview with Stéphane Dahan, Director of Engineer Recruitment

Why commit to women in the digital world? What was it that motivated you in the Excellencia Trophy?

We employ engineers at ALTEN. Each year, we hire more than 2,500 engineers in France, and especially young people. It is important to recognise that women are under-represented, and we are very keen to increase the number of women in this area. We owe it to ourselves to support engineering schools in their capacities to accept female students and thus to be able to hire them. We need to show that careers in digital technology are not exclusively for men.

We support the Excellencia Trophy to motivate middle- and secondary-school students to begin training in digital technology. We will have a pool of potential employees and offer attractive salaries: the sector is hiring mainly on permanent contracts (95%) at salaries of approximately €30,000 to €34,000, and the unemployment rate is very low. At ALTEN, we realise that, as things stand, we cannot hire more women simply because there are not enough in our businesses. However, they are taking on more responsibilities and are invested for the long term. As a leading business and employer, it is our duty to have a presence with schools and colleges to provide support and enhance the image of these careers.

What actions are required to promote the representation of women in digital professions? Is the Excellencia Trophy a good example?

The Excellencia Trophy is a very good example, since the schools are reaching out to young women and offering a scholarship. The Pasc@line association also works on the ground every day, promoting the sector to secondary and college students and parents, who naturally influence their children's choice of studies. It is also important to reach educational institutions, teachers and guidance counsellors, who are often not adequately equipped to guide young people to the right field. We are doing a lot of videos on digital professions with the Association Pasc@line. There is also a volunteer effort with Syntec Numérique to create internships. Our aim is to organise 10 to 15,000 internships to offer secondary students an introduction to the industry, which is very rewarding and offers great careers in France and all over the world.

And yourself personally, why did you decide to be a member of the panel?

I am a man of action! First of all, we decided to become a partner of Excellencia Trophy because it is important to act, and not just to talk about things. I would like to get to know these young candidates who are my potential future employees. It's essential to be out in the field, to get out and meet young people. I also give presentations about careers in these fields. Beyond hiring and the advantages for business, I think that it is almost a civic duty, since we are in a country of innovation, with exceptional skills. We have a sector that is hiring, and it is important to do our part for the development of our country. Having personally lacked guidance, I would truly have appreciated meeting professionals to guide me. I was lucky in that I was able to make the right choices, but I think I was also a born engineer! I want to interest young people in the opportunities available in this sector. It is for all of these reasons that I decided to commit to the Excellencia Trophy and to be a part of the panel.

Elles Bougent

Elles bougent

Too few young women choose to train in scientific or engineering subjects and they are still under-represented in engineering professions. With ALTEN's support since 2010, the "Elles Bougent" ("Women on the move") association sets great store in the value of meetings and testimonies from professionals to promote increased female take-up of high-level technical and scientific careers. Around 15 ALTEN women sponsors - managers and consultants - take part in events with the association to share how passionately they feel about their profession.

- In partnership with the Préfecture de Paris et d'Île de France, "Elles Bougent" and ALTEN attended the 3rd Forum of "Réseaux et Carrières au féminin", a unique gathering for all women students and young graduates preparing to join the employment market and eager to discover the professions of engineer and technician. The objective of the Forum is to provide them with the keys for a successful start to their careers. Accordingly, almost 300 students were welcomed throughout the day by 24 partner firms.
- In 2014, Simon Azoulay, Chairman and Chief Executive Officer of Alten, was the Honorary Chairman of «Elles Bougent», considerably strengthening ALTEN's commitment to the association. During the evening organised in early March 2015 to transfer the chairmanship, Simon Azoulay passed the torch on to Francois Viaud, Director of Human Resources of the Total group.
- In October 2014, ALTEN accompanied «Elles Bougent» at the Paris Motor Show. The association had officially launched its **game-contest, «La voiture 2050» (the car of 2050)**, with the goal of appealing to the creativity of young girls to imagine the car of the future, taking environmental and safety criteria into account. In late March, as a member of the panel, ALTEN awarded the second secondary-school prize for this contest to Anaëlle Muller, creator of the Anaeco. Her comprehensive treatment of the project, especially the safety and environmental

aspects, and her very emotional approach, drew particular praise: photovoltaic panels, a body and seat covers that change colour according to the weather and the whim of the driver. This contest highlighted the role of young women as a source of new ideas and their innovative approach to the automotive sector.

- In addition to the Group's presence alongside the major players in the Aeronautic sector, on 20 June 2015, 100 female secondary school students were invited to the Salon du Bourget by the "Elles Bougent" association, ALTEN's partner. Going to the Avion des Métiers (an organisation promoting professions in aircraft manufacturing), meetings with professionals on the chalets, etc., they had the opportunity to learn about an industry that is too often considered the preserve of men. Of the fifty or so sponsors, many ALTEN managers and consultants took part to ensure the visit went as well as possible.



Supporting student projects

On occasions, the ALTEN Group provides support for student associations or initiatives, whether in the fields of sport, technology, humanitarian action or culture. In 2015, of the 150 applications received in response to our project tender, twenty were shortlisted and enjoyed the benefit of financial, technical or material support from the Group. In addition, 14 Junior Enterprises were also sponsored by ALTEN.

Examples of some of the projects supported in 2015:

- **Supaéro Space Section:** The SCALAR (Supaéro CAnsat LAuncher) is an experimental rocket entirely developed by a team of students from ISAE-Supaéro, members of the Supaéro Space Section club. The project consists of carrying out the study, design, and assembly of the launcher. ALTEN decided to support this project in 2015, which is closely aligned with its engineer culture and the Group's Sustainable Development policy.
- **Kart'ECE:** ALTEN is a partner of Kart'ECE, an association of ECE Paris which offers its students the chance to experience the world of motor sports by combining competition, leisure and the opportunity to raise awareness of good, risk-free driving.
- **ISAT Eco Rallye:** The ISAT ECO RALLYE is a teaching project of ISAT, the Institut Supérieur de l'Automobile et des Transports, the objective of which is to design a green vehicle for the Monte-Carlo New Energies Rally, a green version of the legendary race. It was with pride that the Group sponsored the students involved in the project this year, where innovation and engineering are at the heart of the automotive challenges of tomorrow.
- **ISEP Voile:** for the 4th year in a row, ALTEN lent its support to the ISEP Voile association, whose ambition is to allow as many students as possible to discover sailing and the emotions that go with it; it is a sport often considered as being reserved for a small minority.

- **Ecurie EPSA:** for two years now, ALTEN has been associated with the EPSA racing team of Ecole Centrale Lyon. A partnership that makes perfect sense through a joint determination to promote automotive innovation and entrepreneurial spirit, while taking full account of society's latest environmental issues. Additionally, it promotes exchange between students and ALTEN engineers. This competition was the opportunity for ALTEN to deliver expertise via technical leadership and team coaching given by an ALTEN aeronautics engineer.



- **Formula Student:** in Germany, ALTEN GmbH partners the Formula Student project, a global student competition to enhance the design of racing cars that are more environmentally friendly and fitted with internal combustion or electric engines. Once again this year, four teams from well-known universities and schools were sponsored. In addition to financial support from the Group, ALTEN also helped to facilitate workshops and events related to the project.



2.2 Support of talented engineers

The Open Mind Challenge

The first round of the ALTEN Open Mind Challenge was held in 2014, under the auspices of the ALTEN Innovation Centre. The competition was organised in partnership with the National Confederation of Junior Enterprises (CNJE) and targets CNJE member schools through a call for projects aimed at students. Applicants submit to ALTEN, through a detailed technical file, a technology project that is both innovative and sustainable, and which can be conducted by a team of students during their final-year internship. ALTEN selects the winner from among the most realistic, creative and innovative proposals, in which the sustainable development aspect appears to offer significant added value. The winner selection comes after a rigorous selection process including the identification of finalists who present their project before a panel constituted by ALTEN.

The winner receives a prize and the chance for their team to complete the project as part of end-of-course internships at ALTEN, overseen by ALTEN experts. Ownership of the work is ultimately transferred to the winner, who can use it as he or she wishes, to support an NGO or to create a start-up for instance.

INSA Toulouse students won the second round of the OpenMind Challenge in 2015. Its team will join the ALTEN Innovation Centre in 2016 for a unique final-year internship. The objective is to develop their project with the support of ALTEN's resources and expertise. Their project, called «Infinite Structures» aims to build structures by assembling a series of small polyhedrons joined by magnetic force in a network. This network of geodes will transmit electrical energy and data, and can be used to create all sorts of temporary structures, such as bridges, sheds, tables and chairs. The key is foolproof adaptability and rational consumption of raw materials. ALTEN was convinced by the highly technological and very innovative character of this concept, its sustainable dimension, the multitude of possible applications, and the motivation shown by the project developers.

Feedback on the 2014 award recipient: the «Guardian Angel» Project, a security system drone in an urban environment

In 2014, Nicolas Delignières, then a student in the business school at KEDGE Bordeaux, won first round of Challenge OpenMind, with the support of his Junior Enterprise and of AEI, Junior Enterprise of ENSEIRB-MATMEC. His «Guardian Angel» project set out to develop a network of urban drones that could move about totally autonomously and provide assistance to citizens in response to a call from a smartphone. During his internship within the ALTEN Innovation Centre, Nicolas Delignières worked with a team of eight student engineers, and was able to develop his innovative concept further. He is currently working on the filing a number of patents and launching his own start-up!



Tu es étudiant ?
Tu rentres en dernière année ?
Tu as un projet technologique à développer ?



Participe au Challenge
ALTEN penmIND
Et réalise ton projet en stage
chez ALTEN

Pour en savoir plus :
contacte la Junior-Entreprise
de ton école

Junior-Entreprises
Initiateurs d'avenir d'entreprise



Trophies for the Engineers of Tomorrow

Since 2004, ALTEN has been a partner of the Engineers of the year Award launched by French magazine L'Usine Nouvelle. In 2015, this prize was renamed «Trophies for the Engineers of Tomorrow». Its purpose remains the same: to reward student engineers and young engineers and to showcase professions that do not have a sufficiently high profile among the general public. Ten prizes are awarded by a panel of professionals to honour the work of French engineers.

During the 2015 ceremony, Simon Azoulay, Chairman and Chief Executive Officer of ALTEN, presented the «Trophy for Engineering Innovation» to Nicolas Simon for his project, «Atalante». Atalante is a medical exoskeleton designed to help people with reduced mobility to walk again normally. The concept: a structure that supports the lower part of the body, using motors, and stabilised with the aid of a series of sensors. The idea is to offer the user a more fluid stride than that provided by existing models, notably, owing to an improved operating speed.

Women of Industry Trophy

For the fourth consecutive year, Usine Nouvelle has paid homage to female engineers, entrepreneurs, researchers and other women who make a mark on French industry. Last year, on the 22 September, ten prizes were awarded to exceptional women, in categories such as Women Entrepreneur, Women in R&D, Innovative Women, Woman of the Year, etc. Laurent Graciani, the Director of ALTEN's DCRI/DQP and a member of the panel for the Women of the Year Trophies, presented the prize for the Woman's Project of the Year to Odile Jubecourt, Director of Development of the AIRBUS A330 Néo.



The only woman at the head of a major development programme at the aircraft manufacturer, and the manager of a team of 1,700 people, she is spearheading the modernisation of the Airbus A330. She is actively involved in working for women's place in industry and is also a member of "Elles Bougent" and «Capital Filles». She is generous in sharing her advice with students in engineering schools and with secondary school students helping them to envision a technical career.

Engineer of the Future Award

For the second consecutive year, in October 2014, ALTEN also sat on the professional panel responsible for designating the Engineer of the Future Award at the 14th round of Meet. ING, organised by SYNTEC Ingénierie. This competition promotes the projects of engineering school and university students or apprentices who have developed scientific and technological solutions to address tomorrow's challenges.

Installed for the first time at the core of the World Efficiency salon, and COP21 accredited, this round put the emphasis on sustainable development. The creativity of the engineers of tomorrow shone out: facades covered with photovoltaic phosphorescent concrete, satellite production of solar energy, energy storage at the bottom of the ocean, etc: the students contributed innovative and concrete solutions to address climate change.

This year, the ELECTREE project, initiated by students of INSA Strasbourg, of the Camondo school and of ESDES, won the most votes for the Jury Prize. This audacious project provides for the use of battery resources of privately-owned electric vehicles – unused for most of the day – in order to feed into the grid. The purpose is to cut the use of fossil fuels while meeting peak demand for electricity.



2.3 R&D, a strategic activity

The ALTEN Group has made innovation its purpose, helping customers enhance their competitiveness by allowing them to benefit from best practice in terms of technology and development methodologies.

This passion is also a strategic challenge. The technological innovation capability of a company or a country is the foundation of its development.

The ALTEN Group has positioned itself as a stimulator of innovation alongside its customers, employees and society by developing innovative and sustainable solutions and supporting talented engineers.

ALTEN's R&D strategy

Since 2010, ALTEN has implemented a self-funded R&D approach. The work done has been for the purpose of helping to develop new products, services and skills that we can use in future projects.

Applied multi-technology programmes

Reflecting the innovation projects that our clients assign to us, ALTEN's approach to R&D is fundamentally application-oriented.

Guided by its R&D Division, ALTEN on its own initiative carries out projects to design disruptive solutions to technological, organisational or methodological challenges similar to those experienced by our clients. These projects are bundled into thematically related research programmes to maximise our ability to make technology transfers from one industry to another.

ALTEN's R&D programmes are designed to support sustainability. They seek to bring together environmental and societal dimensions, and highly technological, innovative projects.

An activity with strategic stakes

R&D activity is run collaboratively. Within the company, this means using human resources operating on specialised platforms (programme leaders, project managers, engineers, technical experts, etc.) as well as doctoral candidates funded by the Group on so-called CIFRE contracts (a French acronym for an industrial employment arrangement for training through research).

Outside the company, it means making use of numerous partnerships, both industrial (innovative SMEs and large

companies) and academic (government and private laboratories and university or engineering school laboratories).

As our R&D work is centred on the front end of the innovation cycle and unhitched from the Group's commercial activities, it is first and foremost a powerful way to build skills, accelerated and given structure by our industrial and academic partnerships.

The R&D division also has a mission to help develop our products and services, and to make them more competitive. It draws on the Group's technical departments to identify priority technology objectives, making the results of its work available to customer projects: presentation of demonstrators illustrating emerging expertise, references to new types of consultations, tighter control of the analysis of specifications, etc.

Lastly, enhancing R&D enhances the image of ALTEN. For clients, it shows that the Group can respond proactively to tech-heavy projects. For employees, it helps develop technical skills. For job candidates, it shows the Group's ability to get ahead of future technological issues.

Since 2010, ALTEN's R&D programmes have been based on four major interlocking themes:

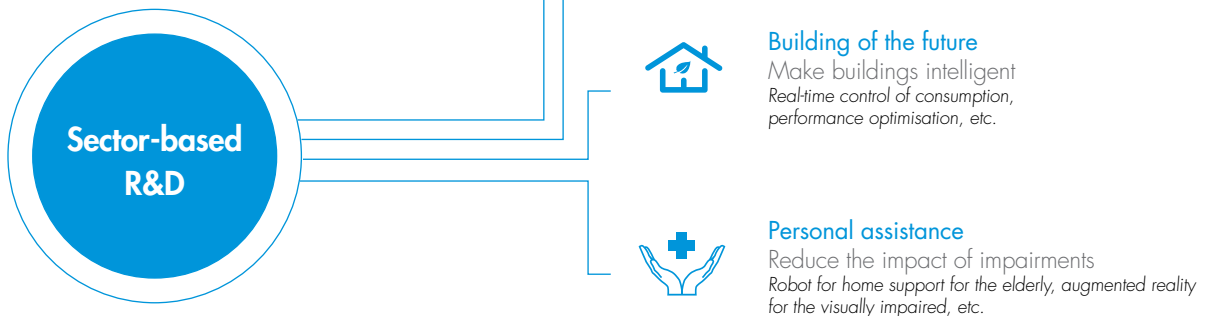
- global security and risk control;
- sustainable mobility;
- energy performance;
- quality of life and consumer services.



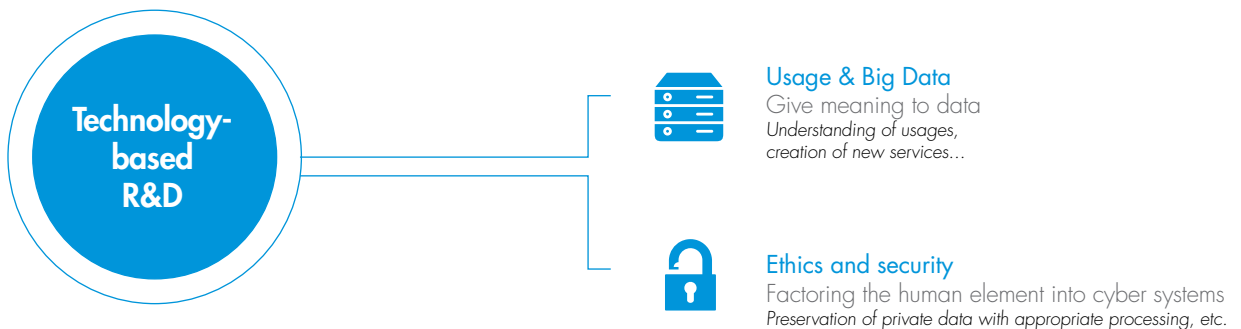
2015, an expanded R&D approach

Since 2014, the R&D approach has been structured around six major innovative and sustainable programmes, broken down into four sector-based programmes and two technological programmes. These programmes are broken down into sub-programmes, before being split into R&D technology projects.

Sector-based R&D programmes:



Technology-based R&D programmes:



These programmes give ALTEN the opportunity of developing its core business skills (systems engineering, embedded systems, artificial intelligence, mechatronics, signal and image processing, mechanics, information systems, telecoms, big data, cyber security, etc.).

Drone networks



The drone research programme was launched in 2012 in collaboration with an innovative SME in the field. This programme for the design of an unmanned fixed-wing aircraft intended to bring relief to victims of natural disasters, was boosted significantly in 2015 by extending to unmanned rotary-wing aircraft, intended to provide security for the travel of young students, or travel assistance to people with motor disabilities.

2015 also saw the continuation of research will launched in prior years, in particular, the development of functionalities for increasing the reliability of global-positioning systems through a redundant device, using image-processing techniques.

The R&D projects launched in 2015 involving drones addressed the problems of unmanned aircraft in urban environments. The Group started significant work on telemetric systems (Radar, Lidar, infrared, ultrasound, etc.) for the detection of obstacles, and, on autonomous systems for avoiding such obstacles (algorithmic and command control techniques).

Autonomous vehicles



Activity in 2015 consisted first of pursuing the «Drowsiness» programme begun in 2014, which was concerned with measuring driver alertness and consequently, driving ability, and the related risks, both for the automatic (supervised) and autonomous (unsupervised) driving. Substantial work was done on the behaviour of sensors, which can be fitted in the vehicle cabin.

Started in 2012, the «fog» programme to develop a solution to improve vision in fog by means of image processing open (focusing, obstacle detection and vision assistance for road signs) also continued in 2015.

Building of the future



This new programme initiated in 2014 is part of an R&D collaboration agreement signed in 2014 between ALTEN and Bouygues Energie et Service for the development of innovative solutions for the energy efficiency of buildings.

Two sub-programmes were also pursued in 2015:

- Telemetry: for the development of an innovative telemetry solution for utility network consumption (water, electricity, gas) adapted to existing buildings;
- Use measurement: for controlling a building's energy efficiency by factoring in the behaviour of its users.

Personal assistance



This programme was initiated in 2011 in partnership with renowned laboratories. Work continued on targeted projects in 2015.

Firstly, doctoral theses, focused on image processing for medical purposes and begun in 2012, are being continued. One of them was the subject of a thesis defence in 2015, on a new approach for predicting the performance of image-processing systems. New projects were begun in 2015 to fine-tune this approach.

Work on HomDocBot, home care assistants robot for the elderly, developed in conjunction with the Institut des Systèmes Intelligents et de Robotique (ISIR – Université Pierre et Marie Curie), continued in 2015, mainly on smart movement of the robot without inconveniencing the elderly person.

Usage & Big Data



This new programme aims to give ALTEN experience in the management of the contribution of Big Data in the modelling of user behaviour (in services).

The initial work started in 2014 around the Open Data initiative and associated architectural issues for the use of structured cloud data in innovative services proposed to users.

For the most part, work in 2015 dealt specifically with problems of «urban transportation and mobility» by modelling user behaviour (walking, vehicle use, including ride-sharing, bus, urban railway transportation) and recommending the most economic (time, distance...) or the most environmentally friendly solutions.

Ethics and security



This new programme aims to give ALTEN experience in the control of the “ethical” design principles of systems managing personal data.

The objective is to take into account, in the data storage and data processing architecture, and as such, in the resulting data stream, the strict “need to share”, with the aim of limiting as far as possible the exposure of the most sensitive data to the risk of theft and to prevent commercial or malicious use.

The application of the work conducted in 2015 concerned the problems of systems for the geolocation of people.

INNOVATION IS ALSO ORGANISATIONAL OR METHODOLOGICAL

AACFA (ALTEN Agile & Convergent Functional Analysis) resulted from one of our R&D projects. It has become an ALTEN solution for R&D project management using an agile and creative methodology for developing innovation. AACFA combines, in an original way, several approaches that had previously stood alone: a creativity technique, value analysis and a flexible approach. Deploying it on ALTEN’s R&D projects accelerates research on innovative solutions.

An approach driven by subsidiaries

Group subsidiaries also invest in Research & Development.

In Belgium, Innovation Labs, a Research & Development programme, has existed now for over two years. Its objective is to enable consultants to take part in innovative projects in parallel with their client work, and in that way to broaden their technical skills. Based on a voluntary commitment, the programme brings together consultants with varied skills: mechanics, electronics, software engineering, etc. Engineers meet in accordance with their availability, and a project manager organises weekly follow-up meetings. In 2015, 15 or so consultants were involved in this initiative, and worked on developing a 3D printer and a thermostatic probe, for example.

In Spain, the R&D division gives work to volunteer consultants, allowing them to extend their skills by becoming involved in ALTEN or customer projects (application improvement or development, deployment of pilot projects, research on new technologies, etc.). This high value-added programme will not only increase the overall knowledge of the Group’s engineers, but will also encourage their secondment to new customer projects and develop their employability. New projects are thus developed each year.

Lastly, in India, employees were encouraged to produce white papers. The best contributions may even be rewarded by the Group.

2.4 Innovative, sustainable and shared expertise

As a European leader in engineering and technology consulting, ALTEN ensures that it uses its expertise and knowledge to create sustainable innovation. The Group is therefore involved with customers on a daily basis to develop projects designed to reduce the environmental impact of the sectors in which they operate. Here are a few examples from France or ALTEN's subsidiaries abroad.

Mobility



The challenges of eco-mobility take centre stage as regulatory requirements promote the development of alternative means of transport. ALTEN and its engineers are increasingly approached by clients to develop innovative solutions in response to technological challenges, such as: the design and development of electric bicycles; the development of a charging solution for electric vehicles; the development of batteries and chargers for future hybrid vehicles, etc.

Mission focus

Development of a charging solution for electric vehicles

Place: France

- To develop a product offering for charging 100% electric vehicles
- Architecture specification followed by the development of the man-machine interface
- Definition and conducting of compatibility tests between the charging terminals and the vehicles on the market
- Qualification of the charging terminals with automotive manufacturers

Energy



Energy is critical and a priority across the globe, above and beyond purely environmental and climate concerns. It comes as no surprise that the Group is contributing its expertise to a great number of energy-related projects: development of offshore wind farms; design calculations and study of photovoltaic power plant projects; mechanical and electrotechnical studies for the design of wind farms, and oversight and commissioning of wind farms; industrialisation of tidal power generators; renovation and standardisation of hydropower plants; development of wind turbines; renovation of hydropower facilities; etc.

Mission focus

Development of offshore wind farms

Place: France

- Study of environmental impacts tied to the monopile driving for the installation of offshore wind farms
- Minimising disturbance to fauna and the marine environment
- Physical study of piles and extrapolation of sound levels

Development of wind-farm fleets

Place: Spain

- Mechanical and electrotechnical studies
- Involvement in the design of the wind farms
- Oversight and commissioning

Development of wind turbines

Place: Germany

- Design and dimensioning of foundations, the mast, and its equipment
- Design of the metallic parts of the nacelle
- Design of the blades and optimisation of the composite materials
- Analyses and simulations

Eco-design



In the aeronautics sector, industrial companies devote a significant portion of their development budgets to technologies that will be integrated into major civil aviation programmes. Among those are composite materials that facilitate a reduction in mass and optimise aeroplane dynamics.

Mission focus

Reduction in mass

Place: France

- To assist in large-scale production and ramp-up
- To demonstrate returns on investment of the developments
- Work on the composite structure

Intelligent buildings



Integration into the landscape, energy consumption, materials and life cycle are some of the challenges and issues involved in designing the buildings of the future. The greening of buildings is the subject of research programmes and innovative pilot projects being conducted in-house and by our customers.

Mission focus

«Building of the future» research programme as part of the collaboration between the Innovation Division at BOUYGUES Energies et Services and ALTEN's R&D Department.

Place: France

- Remote measurement of network consumption of water, electricity, and gas in old buildings
- Creation of a device prototype
- Exploratory studies on control of building usage

Information systems



Changing regulations, energy transition, new requirements on quality control, service, and traceability are having a profound impact on both operators and consumers. The development of IT solutions, at the heart of the network, is becoming crucial.

Mission focus

Development of a global information system for a green operator in the waste-recycling sector

Place: France

- Development of an institutional website to present the operator's activities
- Development of an external website as the interface between the latter and its stakeholders
- Internal management system of the activities of the customer and its partners
- Business intelligence system

Waste



With over 9 billion individuals in the world between now and 2050, the consumption of non-renewable natural resources and, downstream, waste production and management, regardless of its origins, are increasingly critical issues.

Mission focus

Elimination of paper and ink losses during printing, by developing a virtual printer driver

Place: India

- Integral design of the solution
- Software programming
- Development and delivery of the tool

Through its strategic R&D programme and the innovative projects developed in close and dedicated collaboration with customers, the Group continues to garner ever greater experience and expertise. ALTEN shares this knowledge with its stakeholders via the introduction of a knowledge management facility for employees, the transfer of best practices from one sector to another, the organisation of customer breakfasts and student conferences, and the drafting of white papers.

Thus, in 2015, ALTEN organised four technical conferences designed for customers in France, focusing on the following issues:

- Smart City: disruptive new development models
- Digital innovation: European industries' trump card?

More than a hundred customers took part in all these events. Furthermore, these two conferences were adapted for our consultants and for students.

Expert opinion



The role of engineers in mobilising in response to climate change, by Nicolas Jachiet, President of Syntec-Ingénierie

«Engineering is on the front line when it comes to confronting the challenges of climate change. We already work with local government and business in initiatives to reduce greenhouse gas emissions. We are also engaged in finding strategies to adapt to climate change: harnessing the expertise of engineering companies to promote sustainable development can be decisive in enhancing resilience. Engineering companies must continue to play special attention to biodiversity, which is particularly vulnerable to climate imbalances.

Mitigating climate change and adapting to its impacts are part of a long-term policy approach. Engineers have a crucial role to play. The profession must draw on its knowledge and

expertise and take the opportunity to focus on research and innovation.

French engineering enjoys an excellent reputation and exports well internationally, but we must pursue our efforts to increase our visibility, gain market share, especially in emerging economies countries where needs are growing at an exponential rate.»

Extract from Ingénierie & Projets – Construction et Industrie – Les Cahiers no. 93, April 2015 (magazine published by French engineering federation, Syntec-Ingénierie)

III. A responsible partner

Being a responsible partner means ensuring that the Group establishes relationships of trust with its stakeholders, founded upon principles of integrity and transparency, to meet their requirements and satisfy their expectations.

3.1 Information security

Customer satisfaction and risk management are major priorities for the ALTEN Group. The changing face of consultancy, international business development and growth of information criticality have prompted the Group to undertake an ISO 27001 certification process.

ALTEN has built the ISO 27001 requirements into its quality, security and sustainable development policy. This standard lays down the measures to be implemented to ensure the security of information within an organisation and the functioning of the management system governing this information security. Covering the entire company, the project has several objectives:

- ensuring service continuity;
- guaranteeing control of intellectual capital;
- preserving the trust of our stakeholders by defending the confidentiality of information;
- building this approach into the company's management system, ensuring that the entire workforce assumes ownership of it.

It was with this approach that ALTEN Spain received ISO 27001 certification in 2013. This certification is just reward for a strategy and work started several years ago.

The ISO 27001 certification process is now in place in various countries where ALTEN operates. Germany, India and France have started similar approaches and are aiming to obtain certification in the coming months. In particular, all of the scope concerned in France was pre-audited in 2015 by an outside company, in order to confirm smoothness of operations heading towards certification. This full-scale test confirmed the certification commitment for 2016.

In addition to ensuring compliance with the ISO 27001 requirements, at the end of 2013 the ALTEN Group in France developed an e-learning training programme on personal data and customer data security, which will gradually become mandatory for all its employees. Comprising role-play and assessments, the course aims to raise awareness of all the situations employees are liable to face. It also informs them about their rights and obligations. The Group has also set up an

intranet portal on issues relating to Information System security, which is accessible to all employees. On it, employees can consult the IT Charter and the security policy, or access dedicated e-learning modules, the company organisation, best practice, incident reporting, etc.

Technical conferences to raise awareness

Since 2013, technical conferences have been organised to make ALTEN employees more aware of the importance of Information System security. Expert speakers are invited to talk about their technological experiences and share their professional skills, enabling the Group's consultants to capitalise on their expertise.

IT security is a subject of major importance for the ALTEN Group. For each project, ALTEN undertakes to comply with the standards and laws in force as well as its customers' security requirements. Each employee is responsible for the security of information systems.

Employees are made aware of threats to the security of computers, files, and company information. Examples of attacks, their analyses, then solutions to be applied to counteract them, from a professional as well as from a personal point of view, are also presented.

Four sessions were scheduled over the course of the last three years.



In 2014, ALTEN also partnered with AKERVA, an expert in IT security, to create a joint venture to promote wide-scale IT security for its customers. This demonstrates the ALTEN Group's

determination to strengthen its operations in the IT and cyber security market.

What the experts say

Laurent Delaporte, Chairman of Akerva

Why has information security become such a crucial issue in our world today?

Examples of fraudulent uses of information systems, theft of trade secrets, spying, and other attempted intrusions abound. The exponential growth of connected objects in all aspects of everyday life and business and the inexorable growth of private data on the Internet, make clear the absolute necessity of increasing security evident.

In addition, we face the major challenges associated with controlling and securing the data hosted by third parties, and the transformation of infrastructures towards Cloud storage.

Information security has become not only a pressing concern, but an obligation. Companies are in a race against the clock to ensure the security of their information system.

How does AKERVA support its customers in this challenge, and help them to become more competitive?

To gain in competitiveness also means ensuring that patents are protected, that innovations are not vulnerable to cyberattacks, that the performance of information systems is protected from cybercriminals, that HR, commercial and industrial data do not find their way into the wrong hands, and that the reputation of the business is not exposed.

Many industrial or commercial businesses hesitate to launch the marketing of new products or services, because the risk of a cyberattack increases with each innovation. Connected objects are the best illustration. What are the risks for a business whose products might be misused by pirates? What automotive manufacturer can guarantee that its driverless vehicle systems are secure from outside interference?

Backed by its team of engineers expert in information system security, AKERVA provides assistance to customers to anticipate and respond to the most advanced threats.

AKERVA covers the majority of cybersecurity needs and offers effective, robust and recognised solutions to its customers. The high professional standards of the technical teams and their supervisors guarantee high value-added services, allowing customers to concentrate on their business, with the ability to anticipate all types of cyberattacks.

In your opinion, what is the greatest cybersecurity challenge of the future?

All businesses and administrations are exposed to cybercrime. Attacks continue to grow in sophistication as the means at the disposal of cybercriminals increase. Cybercrime, cyberespionage and cyberterrorism: the major challenge for business is the ability to anticipate and take the measures necessary to address these growing risks.

By rolling out processes and procedures on a large scale and pooling our ability to respond to attacks, AKERVA's experts help the majority of businesses to implement an effective, robust, recognised and accessible response to this immense challenge.

Could you describe your current synergies with ALTEN?

The synergies between ALTEN and AKERVA took shape in November 2014 with the formation of the joint venture advisory firm, ALTEN SIR GSS specialising in IT security.

We see this new company as the cybersecurity division of the ALTEN group. By combining the talents and the know-how of our two businesses, we share the ambition of becoming a European leader in cybersecurity.

This alliance has already resulted in a number of projects in 2015 with ALTEN'S largest customers.

3.2 Ethics and compliance

The ALTEN Group has built its growth on the fundamental principles of integrity and transparency implemented by its management and employees to create lasting relationships of trust with employees, shareholders, public and private sector customers, suppliers, competitors and all of its partners.

As such, the ALTEN Group complies with:

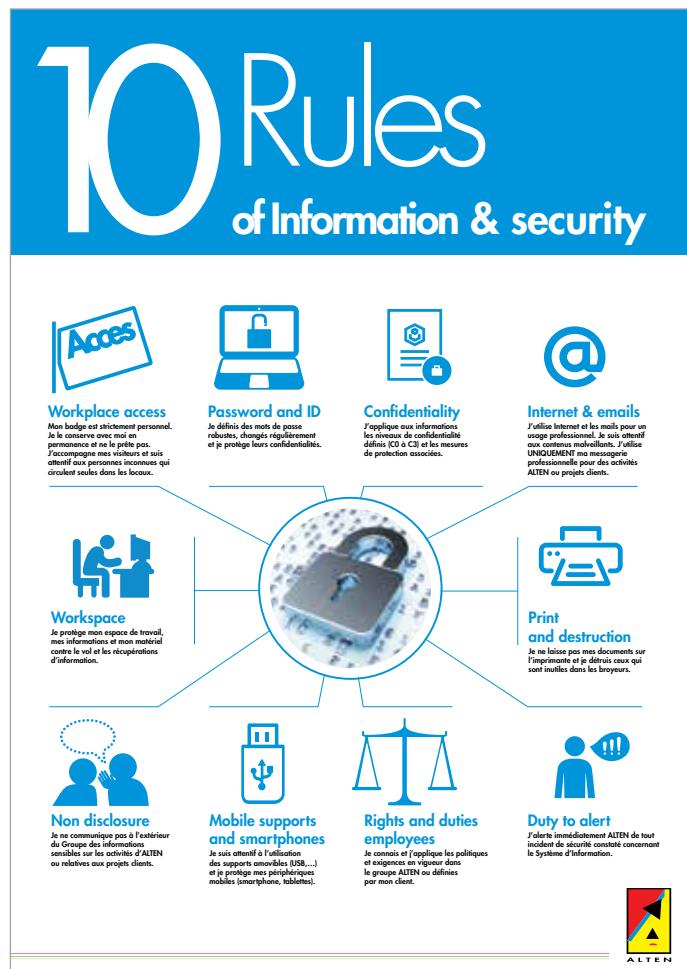
- The ten principles of the United Nations Global Compact;
- The United Nations Universal Declaration of Human Rights;
- The various conventions of the International Labour Organization;
- The OECD Guidelines for Multinational Enterprises.

The Group's obligations to exercise and develop its activities in strict compliance with national and international laws and regulations are formalised in three founding documents, circulated internally and externally: the Ethics & Compliance Code, the Sustainable Development Charter, and the Responsible Purchasing Charter.

In 2015, ALTEN reaffirmed this approach with an update of its Ethics & Compliance Code. The new edition aims, at Group level, to formalise new commitments and to strengthen or supplement the driving principles contained in the first version, notably in respect of the following issues: respect for the Group; requirements placed on suppliers and subcontractors; anti-corruption and conflicts of interest; preservation of the environment; protection of data and assets. The Ethics & Compliance Code of the ALTEN group is intended for all of its employees, in all countries where the Group is established.

In addition, a Group Ethics & Compliance Committee was established to back deployment of this Code. It is tasked with actively overseeing application of the Group's commitments and principles, as well as monitoring all ethics and compliance issues in the Group.

ALTEN is also committed to the implementation of responsible practices alongside SYNTEC Ingénierie. The Group participates in the work of the SYNTEC Ingénierie (SYNTEC Engineering) and SYNTEC Numérique (SYNTEC Digital) federations, particularly on the sector's advances in sustainable development.



Lastly, some ALTEN subsidiaries are especially proactive on the subject of ethics and Human Rights.

Italy, for example, has had its own code of ethics for many years now, which is distributed to all employees. Internal audit processes are designed to prevent corruption, particularly in the hiring process.

ALTEN Sweden has also adopted a specific code of ethics, consisting of three succinct chapters on alcohol and drugs, diversity and equality, and gifts and compensation.

In Germany, ALTEN GmbH started work on writing a new Code of Conduct in the second half of 2015. It focuses on its social and environmental commitment, information security, dialogue with stakeholders, ethics, corruption, and employee health and safety.

In India, these subjects are taken very seriously. From the outset, onboarding of new hires has included a compulsory session on integrity and ethics. Preventing sexual harassment also constitutes a major challenge. This is evident in awareness-raising programmes, and a special Committee formed to identify, receive and handle potential complaints filed by employees. Its legitimacy is strengthened by the presence of an outside member and a representative from an NGO. It vigorously supports awareness-raising programmes for employees.



Nicolas Guibout,
Head of Quality & Performance,
lead member of the Ethics
Committee

«The ALTEN group has always been alive to ethics and compliance matters in all its host countries. The processes, which are deployed, controlled and certified according to numerous local or international benchmarks (ISO 9001, ISO 14001, ISO 27001) respond to the most demanding challenges in business ethics.

With an objective of continuous improvement, and led by our Chief Executive Officer, the ALTEN group established an Ethics & Compliance Committee which met for the first time in late-January 2016. The committee's aim is to ensure compliance with ALTEN's ethical commitments, which underpin the Group's sustainable and profitable growth.

Its main missions are twofold:

- to map the Group's risks, to build and deploy initiatives for structuring and raising awareness; and
- to address any escalated red flags.

This committee, working directly with the Board of Directors and the Chief Executive Officer, will meet regularly several times a year.»

3.3 Responsible purchasing

ALTEN's Responsible Purchasing policy is a preferred means for the Group to promote its Sustainable Development requirements and the universal principles of the United Nations Global Pact and of the International Labour Organization in its sphere of influence.

ALTEN's Responsible Purchasing policy is a preferred means for the Group to promote its Sustainable Development requirements and the universal principles of the United Nations Global Pact and of the International Labour Organization in its sphere of influence.

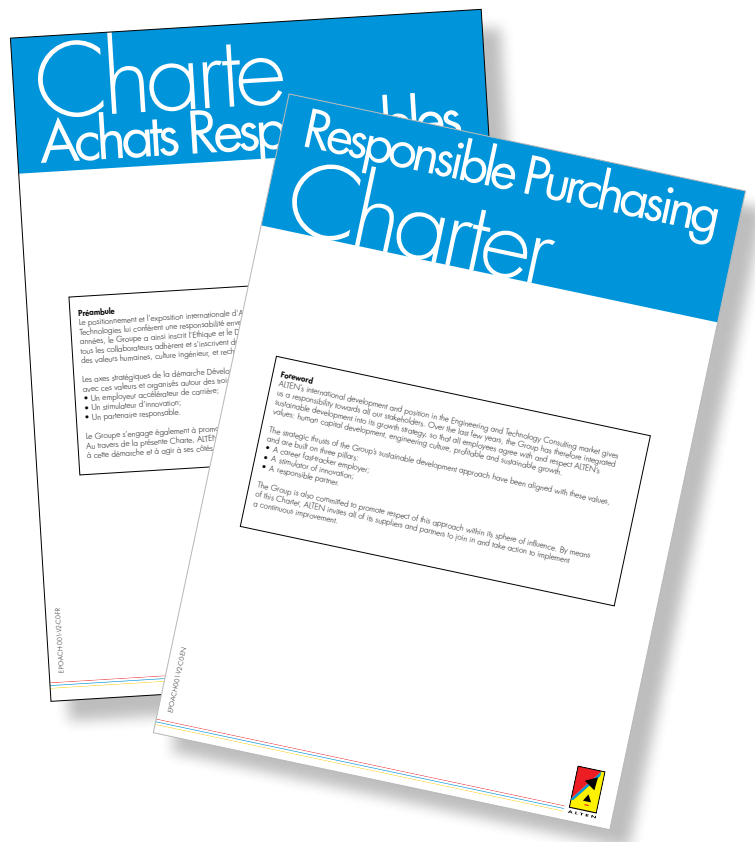
In 2011, ALTEN began this initiative with the creation of the first Responsible Purchasing Charter, systematically incorporated into the general purchasing terms, and communicated to all of the Group's suppliers in France. In 2015, ALTEN reaffirmed its convictions by updating of its Charter. This new version specifies the Group's commitments towards its suppliers and details its expectations and requirements. Moreover, ALTEN is a signatory to the Responsible Supplier Relations Charter, introduced in 2010 by Médiation Inter-entreprises and the CDAF, to provide incentive to businesses to adopt responsible purchasing practices vis-à-vis their suppliers.

CSR assessment and scoring is an essential part of the selection process of suppliers for the main invitations to tender, and is afforded the same degree of importance as the Quality, Cost and Lead-Time assessments. This score concerns both the supplier's internal Sustainable Development commitments and the social, societal, and environmental benefits of the services offered. This allows the cost of buying a product or service to be seen as a whole, across the entire length of the value chain and life-cycle of the product or service, while minimising the environmental risks and maximising the positive social and societal impacts. Also of note, buyers in France are regularly made aware of Responsible Purchasing.

In 2015, supplier risk mapping was undertaken in collaboration between the Purchasing and Sustainable Development Departments. A score based upon a multi-risk analysis can now be used to identify sensitive purchasing categories. For each one of the suppliers concerned, additional requirements are necessary: signature of the Responsible Purchasing Charter and the CSR evaluation. If necessary, ALTEN also reserves the option of carrying out purchaser audits. In 2015, 20 or so suppliers were subject to this new process.

Finally, with a view to regulatory compliance and vigilance, in 2015, the Group reinforced its supplier referencing policy, in particular by requiring additional documentation from new service providers who are making their employees available to the Group.

Some subsidiaries also act independently to promote responsible purchasing. In Sweden, for instance, environmental requirements are becoming increasingly common in purchasing procedures and the supplier assessment process. In Germany, the coffee and tea offered by ALTEN Technology in its machines comes only from fair trade. Furthermore, organic fruit baskets are also self-serve. Lastly, service providers for housekeeping, waste management, as well as furniture providers are selected based upon their commitment and their environmental performance.



3.4 Protection of environment

The ALTEN Group has, and encourages all of its entities worldwide to have, a proactive environmental management policy that is based on a recognised standard or benchmark. Day-to-day, the Quality and Performance department defines the Group's environmental policy and supports subsidiaries in the identification and implementation of concrete actions in the management of buildings, regulation of the carbon footprint and the sustainable utilisation of natural resources. Furthermore, and aware of the fact that its activities and the sectors in which it operates indirectly engage its environmental responsibility with respect to customers, ALTEN is committed to developing innovative sustainable solutions (see chapter «2.4 Innovative, sustainable and shared expertise»).

Management of the environment and raising awareness

Spurred on by the Group, many of its companies are also proactive in upgrading their environmental management policies to comply with the requirements of ISO 14001, based on the principle of continuous improvement of environmental performance through the control of impacts linked to the company's business. This was particularly the case of ALTEN Spain, ALTEN GmbH in Germany, ALTEN Sweden and ALTEN SA, ALTEN SO and ALTEN SIR in France, which have been certified over the course of the previous years. Within the scope of the present report, 35% of floor space was certified to ISO 14001 as of 31 December 2015.

In order to bring all employees on board for this process, emphasis is also placed on awareness and training regarding environmental impacts and, more broadly, the Group's corporate social responsibility. Throughout the year, ALTEN circulates the highlights of its sustainable development policy to employees, during Mobility Week, Sustainable Development week, and, specifically in 2015, COP 21 (Conference of the Parties). A dedicated page on the intranet, e-learning modules, articles in the in-house magazine and other once-off events make it possible for each employee to be informed and to participate in the Group's effort on a daily basis.

Awareness of sustainable development transcends frontiers. In Sweden, for example, sustainable development is everyone's business. Volunteer consultants chose to get involved by joining the think-tank launched by the Company aimed at defining an internal CSR strategy and a procedure for the identification and analysis of environmental risks. At ALTEN GmbH in Germany, an e-learning module on the Company's environmental management system is mandatory for all employees. They are also reminded about recommendations and eco-friendly behaviour on dedicated postings or their

intranet. ALTEN Spain employees are made aware and trained several times each year in the correct practises to be adopted, on different subject areas: reducing consumption, sorting waste, environmental management, etc. In India, on boarding of new hires includes a compulsory session on raising awareness on the environment and our 3R policy (Reduce, Recycle, Reuse).

To mark the 21st Conference of the Parties (COP 21), held in Paris from 30 November to 11 December last year, ALTEN sought to raise employee awareness of the challenges of climate change, and to demonstrate the essential role that engineers could play in promoting sustainable innovation.

Over the course of these two weeks, explanatory articles, examples of initiative by the Group, portraits of consultants hired, and contributions from experts, were also offered to the Group's employees through a number of internal and external communication channels.

Building management and energy efficiency

In the context of demand for an ever-increasing move towards services provided in the ALTEN offices, adapting the real estate assets in the very best conditions for employees is a major challenge. The Group elected to give preference, whenever possible, to eco-designed buildings having the highest environmental certifications.

The decision to use buildings that are energy efficient and environmentally-friendly is deployed in a large number of countries where the ALTEN Group operates. Since 2013, ALTEN has achieved its objective of close to 30% of its buildings certified to BBC (Low-consumption Building) and/or HQE («High Environmental Quality») in France. At ALTEN GmbH in Germany, the process began in 2002 with Passivhaus certification for the site at Ulm, awarded as soon as it opened. It should be noted that this site is one of the world's largest office buildings with Passivhaus certification. In Sweden, the Stockholm site obtained «Gold» LEED (Leadership in Energy and Environmental Design).

Although the quality and efficiency of infrastructures are essential factors with regard to energy efficiency, the Group's different entities are aware of the impact of human behaviour on achieving energy performance goals. As a

result, awareness campaigns, special events and training, in particular those developed within the framework of ISO 14001 certification programmes, are regularly organised in order to promote eco-behaviour and make it easier to adopt it. A "Life Charter" posted in all common areas and meeting rooms, along with a dedicated e-learning module, reminds people of good daily practices when it comes to respecting others and the environment.

In 2015, energy consumption by ALTEN sites within the reporting scope under review but excluding datacentres, came to 11,300 kWh , an average of 129 kWh per sq. m.



	Gross consumption - 2015	Consumption per sq.m. - 2015
France	6,500 MWh	147 kWh / m ²
International	4,800 MWh	110 kWh / m ²
TOTAL	11,300 MWh	129 kWh / m²

In France since the beginning of 2013, ALTEN has been meeting the security and performance requirements of its partners by upgrading its server infrastructure to a "Private Cloud Data Centre" solution. The data centres chosen by ALTEN have the most stringent certifications with regard to information security, quality system management, environmental performance and health and safety in the workplace. ALTEN can now consume computing power on demand, to suit its needs at any given moment. Resources are pooled, streamlined and optimised by these data centres, thus reducing ALTEN's environmental footprint whilst guaranteeing high-security systems that are available 24/7.

The Group promotes the use of renewable energies. At the end of 2015, ALTEN in France entered a contractual agreement for the supply of electricity from 100% renewable sources for the next three years for all of its sites where the subscribed power is greater than 36kVA, or greater than 80% of its consumption.

In Germany also, the use of electricity from a renewable energies is widespread at the main sites of ALTEN Technology and ALTEN GmbH. The latter is turning to geothermal power on its sites at Ulm and Nuremberg, and to solar energy at the Ulm facility. Moreover, since 2003, two photovoltaic complexes have been installed on roofs with power ratings of 15 and 135 kWp able to produce almost 140,000 kWh annually.

Business travel

ALTEN's employees travel many miles every day - mostly by car - to reach their place of work or visit customers' premises. According to the first Bilan Carbone® (carbon footprint assessment) conducted by the Group in 2014, these journeys account for 75% of ALTEN's greenhouse gas emissions. ALTEN is particularly watchful in this respect and proposes innovative alternatives to company teams.

Since 2011, ALTEN has deployed a solution in France to organise audio and web conferences from a computer, interacting with people via webcams whilst sharing documents, screenshots and files securely and interactively. For audio interactions, the international conference-call bridge infrastructure provided by the supplier guarantees each participant a local number and optimal sound quality. This application avoids employees having to travel to meetings with interlocutors located far away. This solution is deployed today for employees in eight countries: France, Belgium, Germany, Italy, Sweden, Spain, Romania and India. In 2015, 39,551 hours of audio, video or web conferencing were recorded within this scope, and 20,018 conferences organised.



Business travel made by Group employees in France is overseen by a new Travel Policy, which is also intended to be more responsible. It was updated in 2014. This document reminds employees that preference should be given to alternatives to travel, such as conference calls and videoconferencing. It spells out very precise rules for transport and lays down the conditions under which business journeys may be made: rail travel is compulsory for every journey of under two and a half hours; domestic and medium-haul flights are in economy class; preference is given to “green” taxis, etc.

Also since 2014, ALTEN has tightened its “Car Plan” requirements governing the characteristics of company cars which make up the Group’s vehicle fleet. Since 1 January 2015, the list of permitted vehicles has been restricted to 15 or so models with CO2 emissions of under 120 grammes per kilometre. Four hybrid vehicles are now also available. As of the end of December 2014, the average CO2 emission figure for the Group’s vehicle fleet was 110 grammes of CO2 per km (down for 125 in 2014), and 44% of vehicles were beneath the 110 grammes mark. In 2015, ALTEN replaced 60% of its diesel-consuming vehicle fleet by electric vehicles.

Furthermore, ALTEN is keen to raise employee awareness regarding best practices for safety and protection of the environment. Since the month of September 2014, all ALTEN employees have had access to an e-learning module that teaches the fundamentals of eco-driving. Under the new Car Plan, members are also required to take part in training for EcoDriving or the Prevention of Driving Risks within 12 months from joining the scheme.

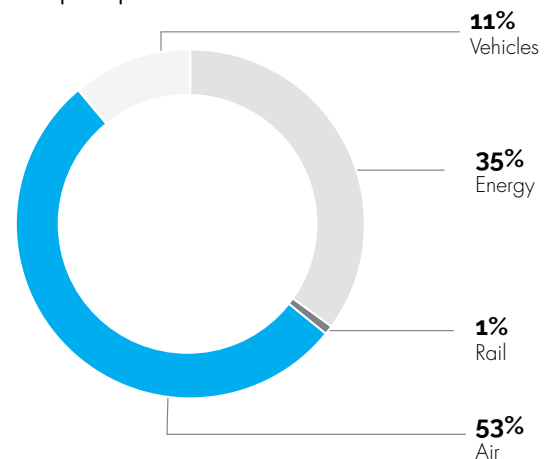
The same requirements also apply in the Group’s subsidiaries abroad. In Italy, for instance, 76% of ALTEN’s vehicle fleet have CO2 emissions of under 110 grammes per km (compared to 65% in 2014). In addition, over 98% of fleet vehicles comply with the European Euro V and Euro VI emissions standards. In Germany, Italy and France, measures are being taken to assume the cost - in full or in part - of public transport passes for employees. In India, awareness-raising sessions promote ride-sharing amongst employees. In every Group country,

a significant number of initiatives are being considered: company bikes, charging terminals for electric vehicles in car parks, etc.

Greenhouse gas emissions

In 2015 and within the scope of the present report, the Group’s CO2 emissions relating to energy consumption, business travel and mileage recorded by company cars broke down as follows:

Group Scope



Note: the data concern the scope of reporting considered, with the exception of travel by train and air travel (See note on methodology)

ALTEN’S most recent Bilan Carbone® was carried out in 2014 covering all the Group’s facilities in France. The Group’s commitment goes beyond the regulatory requirements to which it is bound and measures emissions relative to three scopes of greenhouse gas emissions defined by the GHG Protocol:

- Scope 1: direct emissions caused primarily by the use of combustibles on site, the leakage of refrigerant fluids and fuel combustion by the vehicle fleet;
- Scope 2: indirect emissions caused by the purchase or production of electricity and steam;

- Scope 3: all other indirect emissions, for example business travel, employee meals, procurement and services, and also fixed assets.

Total emissions for the Group came to 47,158 tonnes of CO₂. Two items are responsible for close to 75% of those emissions: commuter journeys and business travel by employees. Given that this ranking showed no change since the last assessment, in 2011 ALTEN was able to introduce a specific action plan to reduce these emissions at source. These endeavours have paid off because, per employee, the Group's emissions have fallen by 7% when compared with the previous Bilan Carbone®.

• Paper consumption and management



ALTEN uses paper essentially for purposes of office work and communication. In 2015, the Group's internal consumption in France and abroad came to 51 metric tonnes, i.e. an average of 11 kg per employee, a reduction of three points on 2014.

This improvement reflects the efforts made by ALTEN to reduce paper consumption and develop a paper-free environment. In 2015, three major projects were developed or pursued in that context.

- Deployment of the OPAD project: 2015 also saw us continue OPAD (Optimisation of Administrative Processes and Payroll), intended to automate and discontinue the use of paper in a number of paper-hungry processes. The main services affected by this project concern significant processes connected to the administration of employee consultants.
- Streamlining of printer inventory: at the end of 2015, a printer rationalisation programme was launched to reduce paper consumption by the Group using a badge system to eliminate unnecessary, mistaken or forgotten print jobs.

ALTEN consequently strives to consume not only less, but also more efficiently. When buying paper, the Group chooses either recycled or Ecolabel paper. In France, 77% of the paper used in 2015 was recycled and/or certified, compared with 72% in 2014. At ALTEN GmbH and ALTEN Technology in Germany and ALTEN Sweden, the rate is 100%. Additionally, most paper communication materials use recycled paper with a high level of environmental certification, whilst printing companies are selected wherever possible based on their willingness to reduce the environmental impact of their activities.

At the same time, the Group pays special attention to the resource's end-of-life, which accounts for 80% of waste. As a result, a sorting and recycling system has been introduced in France and in many of the Group's facilities, particularly in Germany, Sweden, Italy, Belgium and Spain, with 71% of sites covered over all of this scope.

- Paperless payslips: Since January, ALTEN has offered all its employees in France, the possibility of opting for an electronic payslip.

IT resources

The Group is also working on the continuous improvement of its IT equipment management. From May 2015 onwards, IT energy is being produced, inter alia, on so-called hyper-convergent hardware. This change has reduced the hardware installed in the branches and in Europe, by pooling and optimising needs in new-generation datacentres (Tier 4 + ISO 14001).

ALTEN also launched the «MPS» project in 2015 to supply a global, secured, centralised solution for the Group's printing in France. This project is part of our responsible approach and will also enhance information security and increase employee awareness, due to: optimisation of the number of printers, reduced by 58%; deployment of a printing system secured by the use of badges; provision of environmental impact information for each print job (CO₂, water, energy); configuration of the machines to print in black-and-white and recto-verso as the default. Management of equipment end-of-life is also a crucial component, and will be a priority project in 2016.

These processes of streamlining, optimisation and enhancement of IT hardware and consumables are ongoing at ALTEN in Germany, Sweden, Spain and Italy; Belgium completed a first stage in 2013 and will finalise the process in 2015.

With regard to IT equipment, ALTEN now focuses on optimised solutions that are more environmentally-friendly through the lower consumption of energy and materials as well as the recycling potential of their components. Seals of approval representing an environmental benefit concerning consumables and equipment, such as Energy Star are seen as essential. From a social and societal viewpoint, the equipment must also be user-friendly for disabled employees.



D3E management

Electric and electronic equipment waste (D3E), waste batteries and waste ink cartridges produced by the Group are very closely monitored. In 2015, almost 4.7 metric tonnes of waste from ALTEN and the Group's solutions in France were collected by a provider specialising in the processing of this type of waste.

Furthermore, in 2013, ALTEN created a department for aid to associations (D2A) to offer IT hardware and development tools free of charge to charitable or public interest associations. This process allows the recycling of all end-of-life computers used by the Group's employees nationwide in France. After remastering by D2A, these machines are given a second lease of life and put to use by various associations working to help children or people trying to return to the work environment or to help professional integration. Since the launching of the activity, more than 2,000 screens and computers, both desktops and laptops, were distributed to some 15 partner associations. The ALTEN Group thus commits to reducing its environmental footprint through the recycling of these waste materials while also lending its support to associations.

3.5 Patronage

In France and throughout the world, the Group and its subsidiaries develop philanthropy initiatives in their host regions.

During the festive season, ALTEN Spain employees came together to help children and donated 75 toys to children in need.

For its part, ALTEN GMBH contributed its support to the organisation «Aktion Deutschland Hilft», which, among its many initiatives, supports and cares for refugees in Germany. The German subsidiary of the Group is also committed to «Deutschlandstipendium», an organisation that sponsors talented and deserving students from diverse origins.

Also in Germany, ALTEN Technology makes an annual commitment to various charities. Employees have the opportunity of become personally involved in the process by choosing the beneficiary charities and making their own donations.

In India, ALTEN India employees mobilised to come to the aid of their colleagues, who were victims of the terrible flooding that struck Tamil Nadu at the end of the year and collected over €4,000.

Solidarity sponsorship at ALTEN GmbH

In Germany, ALTEN GmbH supported one of their employees, Alexej, who donated five weeks of his leave to donate his time and skills to the Hope Uganda Project NGO.

This African organisation, based in Uganda, has been active since 2012 in the education of young children in need, offering them hope for a better future. A school, and an aid and protection centre were built for orphans and vulnerable children from the region.

In addition to helping to coordinate the renovation of the school, Alexej also provided assistance in drawing up a business plan, developing a structured project management system and proposing a flexible data management solution.

Alexej's time and expertise and the financial and material support provided by ALTEN GmbH, helped to optimise the effectiveness and functioning of the NGO and to free up the time of the local teams to dedicate themselves to their strategy and to their operational actions.



Regarding this report

Map of stakeholders

As a leading Engineering and Technology Consulting company, ALTEN is committed to meeting its stakeholders' expectations and anticipating their requirements whilst ensuring that its activities reconcile performance with Sustainable Development.

The Group's stakeholders are in its social or economic sphere, its value chain, civil society or the regions in which it is established.

Level 1

Staff, consultants, or in-house employees,
ALTEN's true ambassadors

Customers,
Vectors of our search for innovation

Students and young graduates,
Future employees with a high added value

Schools and universities,
Partners to nurture careers

Level 2

Associations promoting scientific occupations,
Revealing tomorrow's potential

Shareholders,
Supporting our development

The media,
Vectors of the ALTEN brand image

Suppliers and subcontractors,
Partners in our success

Employee representatives,
Ensuring social dialogue

Rating agencies,
Witnesses to ALTEN's performance in non-financial areas

Level 3

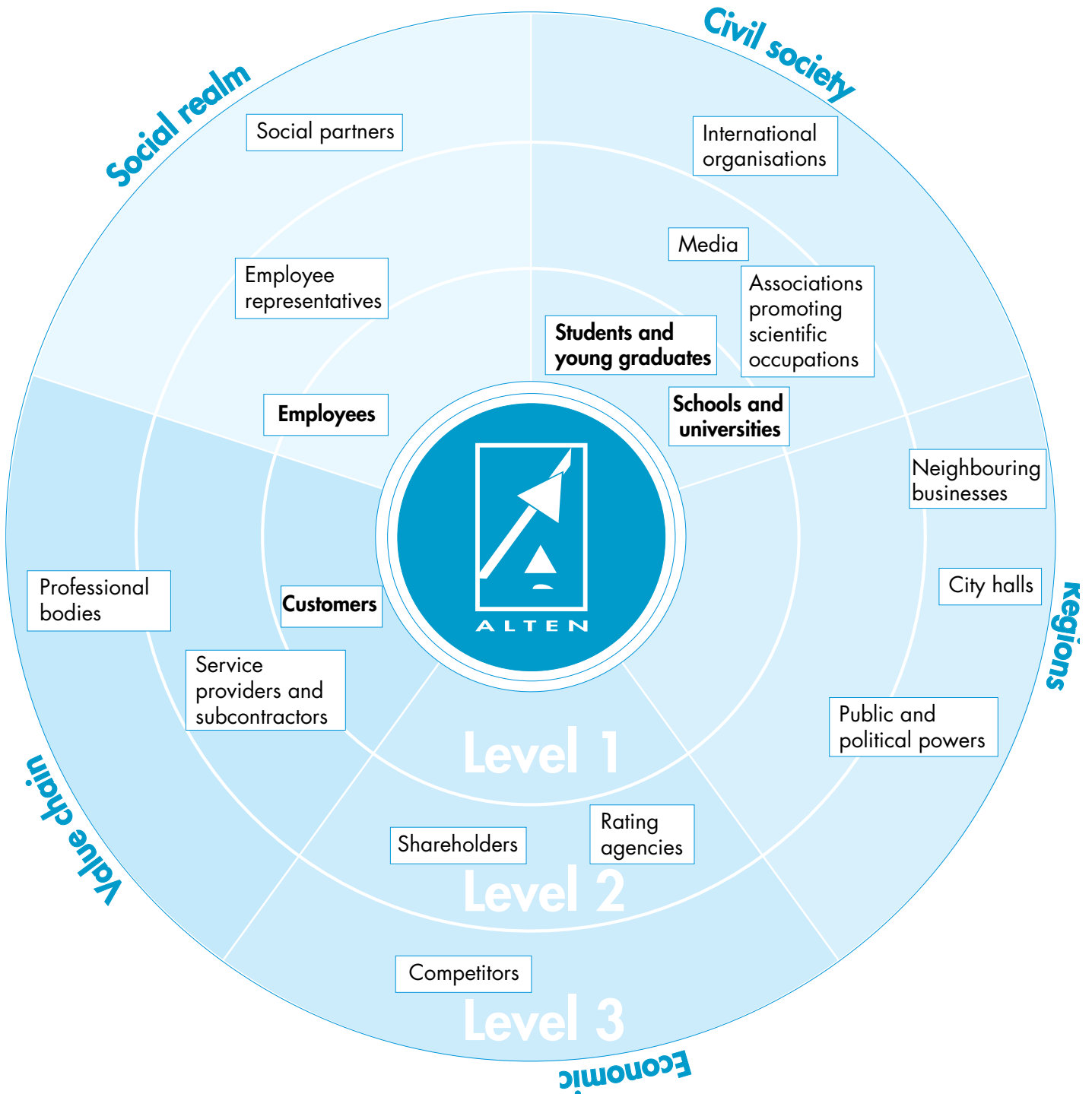
Professional bodies,
Defenders of the sector's interests

Public and political powers, city halls, neighbouring businesses,
Generators of a sustainable local dynamic

International organisations,
Guides towards a more responsible approach

Companies in the sector,
Competitors who drive us to surpass ourselves

Social partners,
Furthering the Sustainable Development approach



Materiality of the challenges

	CHALLENGES	ASSOCIATED COMMITMENTS	PURPOSE
1	To attract and retain talent	In France, the ALTEN Group provides HR assistance that enables the best talents to emerge and flourish thanks to career management processes and the strengthening of in-house training. Respect for diversity and combatting discrimination are principles integrated into the Group's operations and the Sustainable Development Charter.	<ul style="list-style-type: none"> - Keep the Top Employer status or equivalent, in France and in the Group's international entities - Increase the number of hires in 2016 - Intensify use of social networks to recruit the best talents - Forge closer partnerships with prominent schools and universities around the world, to encourage bridges between student life and the world of work
2	Develop innovative and sustainable solutions to serve our customers and society	ALTEN participates actively alongside its customers and within its R&D division to carry out projects related to CSR issues: energy efficiency in buildings, dependency of persons with reduced mobility, connected mobility, etc.	<ul style="list-style-type: none"> - Intensification of the pooling of Innovation and CSR best practices among entities - Accentuate the orientation of R&D projects towards programmes that respond to the major issues in civil society: put the skills of ALTEN's employees to work to serve the general interest - Participation in national R&D programmes, in France and throughout the world
3	Promote professions which are engineering-related	The ALTEN Group undertakes to promote engineering professions, particularly with students and young women, by developing preferred partnerships.	<ul style="list-style-type: none"> - Ensure that 75% of Group entities worldwide have partnered with at least one association to promote engineering professions - Reinforce partnerships with student and non-student associations that participate in promoting engineering professions
4	Promote talents and offer sustainable career paths	The ALTEN Group puts HR support into place, which makes it possible for the best talents to reveal themselves and to blossom, thanks to a process of career management and geographical and functional mobility	<ul style="list-style-type: none"> - Development of management indicators in internal mobility and the mapping of skills - Pooling of best practices among international entities regarding career management and compensation - Keeping the rate of employees benefiting from annual assessment interviews in France at over 90%
5	Promote diversity and equal opportunity	Respect for diversity and combatting discrimination are principles integrated into the Group's operations and its Sustainable Development strategy.	<ul style="list-style-type: none"> - Reinforce shared values and the development of each person through training, notably in the areas of ethics and diversity - Promote access to employment for disabled workers, and insertion into the workplace in general (dedicated job fairs, etc.) - Retain and promote ALTEN Group women engineers
6	Promote the development of technical knowledge through R&D	Thanks to its in-house R&D programmes, the Group is developing and reinforcing its experience and its expertise.	<ul style="list-style-type: none"> - Accentuate the orientation of R&D projects towards programmes that respond to the major issues in civil society: put the skills of ALTEN's employees to work to serve the general interest - Participation in national research and development programmes, in France and throughout the world
7	Promote the sharing of knowledge among our stakeholders	ALTEN shares its expertise and transfers knowledge and technology with its partners.	<ul style="list-style-type: none"> - Dissemination of the principles of the Responsible Purchasing Charter to all of the subsidiaries - Add to the projects of the Group's R&D division to help address social issues in a spirit of shared knowledge - Continue to facilitate conferences or events for employees, customers or candidates
8	Make safety in the workplace a priority	The Group is rolling out a comprehensive health and safety programme concerning its employees, with regard to the requirements of our customers, regulations and high standards set internally.	<ul style="list-style-type: none"> - Development of risk training courses (human risk, computer-related, environmental, ethical, and other risks) for every new employee in France, including for sales staff - Hold at least one discussion each month at customer sites
9	Place ethics at the core of our activities	ALTEN's development relies on the fundamental principles of integrity and transparency, implemented by its managers and employees.	<ul style="list-style-type: none"> - Have the Ethics Committee meet at least twice a year - Train 100% of managers in ethics
10	Be involved in long-term relationships with our partners	By creating the Responsible Purchasing Charter and adopting social, societal and environmental criteria in the Group's purchasing, ALTEN has created equitable, win-win relationships with its suppliers.	<ul style="list-style-type: none"> - Reinforcement of the Responsible Purchasing policy in all subsidiaries by the creation of CSR risk mapping, by purchasing category - Integrate the sheltered sector further in the purchasing process

	CHALLENGES	ASSOCIATED COMMITMENTS	PURPOSE
11	See to the well-being of employees in the workplace	ALTEN is committed to ensuring a high quality of life in the workplace, and recognising the value of all of its employees.	- To make internal sponsoring initiatives a regular feature, through the "Nos salariés ont du talent" ("Our employees have talent") programme - Synergy with employee representative bodies, to improve management of the balance between personal life/work life
12	Develop the skills of every person, and reinforce their employability	ALTEN adapts the skills of its employees to the needs of the market, and supports them in their occupational projects by intensifying in-house training.	- Reinforce shared values and the development of each person through training, notably in the areas of ethics and diversity
13	Maximise customer satisfaction	ALTEN is committed to the multidisciplinary nature of the skills of its engineers, its upscale, high value-added technological positioning, and diverse product offers as the means to providing customer satisfaction.	- Increase the rate of compliance with customer requirements - Maintain certifications of safety, quality, and sustainable development
14	Develop social dialogue	ALTEN pursues a policy of dialogue with its social partners in order to ensure work-related agreements and protection for employees.	- To continue covering 100% of employees by a collective agreement
15	To support strong and meaningful societal initiatives	In France and elsewhere, ALTEN supports the societal initiatives of its employees, students, or society, in line with the Group's values.	- Accentuate the orientation of R&D projects towards programmes that respond to the major issues in civil society: put the skills of ALTEN's employees to work to serve the general interest - Participation in national R&D programmes, in France and throughout the world
16	Have dialogues with stakeholders	ALTEN is committed to its stakeholders, to respond to their expectations and to anticipate their requirements.	- Reinforce partnerships with stakeholders - Make the network of CSR correspondents a vector of synergy and performance among ALTEN entities around the world
17	To develop internationally and to maintain growth in France	The ALTEN Group, as a world leader and benchmark technological partner of the biggest companies, is strongly committed to its development worldwide.	- Reinforce the positive impact of ALTEN in the localities and countries in which it is present: environment, local development, respect of populations, etc.
18	Ensure the security of information systems	Customer satisfaction and risk management are major priorities for the ALTEN Group, which is committed to integrating the requirements of ISO 27001 into its quality assurance, safety and sustainable development policy.	- Reinforcement of the steps for ISO 27001 certification
19	Support talented engineers	ALTEN encourages innovation by compensating talented engineers through numerous awards.	- Maintaining the presence of ALTEN in the awarding of prizes and trophies for innovation
20	Minimising the environmental impact of our facilities	Managing environmental performance is central to a continual improvement effort based on pragmatic solutions tailored to engineering work.	- Improving the management of environmental performance of activities, through the reinforcement of key indicators in place - Growing integration of buildings which have high environmental certifications in the real-estate holdings of the Group's international entities; encouraging employees to act in an environmentally responsible way - Reducing CO2 emissions associated with travel and paper usage for printing - Maintaining ISO 14001 certifications

Note on methodology

Temporal and geographic scopes

- The period used for the data comprising the different indicators was from 1 January 2015 to 31 December 2015. Exception: the environmental data of the ALTEN GMBH entity in Germany is for the 2014 fiscal year.
- The scope of this report covers ALTEN's legal entities and its solutions located in France: ALTEN SA, ALTEN SIR, Pégase SI, Aprova, Alten Sud-Ouest, MI-GSO, ELITYS, Anotech Energy, Avenir Conseil Formation, Atexis France, Id Apps, Aptech, Alten SIR GTS and GECl - as well as the international entities: ALTEN Spain, ALTEN Technology GmbH, ALTEN GmbH, ALTEN Digital GmbH, ALTEN Sweden, ALTEN Italia, ALTEN Belgium, Calsoft Labs and ALTEN India Private Limited.
- Except when specifically stated within the scope, the information presented herein and the words "ALTEN", "the Group" and "The ALTEN Group" refer to the legal entities of the ALTEN Group in France only.
- Entities acquired during the financial year are included in the reporting process at the latest after one full year of business within the Group, when revenues in 2015 are other than zero and when headcount is other than zero as of 31 December 2015.

Rate of coverage

- The performance indicators reported for France and internationally concern a workforce representing 80% of the Group's total headcount as of 31 December 2015, and 71% of revenues.
- More specifically, for the French entities, these indicators refer to the entire workforce of ALTEN Group entities in question (ALTEN and solutions), and to the entire floor space occupied by one or more ALTEN Group entities in France. For international entities, they refer to the number of employees and floor space occupied by each ALTEN entity in the country concerned.

Guidelines

- The performance indicators and the text of this report were prepared in compliance with the requirements of Article 225 of the French Commercial Code. The G4 Global Reporting Initiative guidelines and recommendations have also been taken into account.

- The guidelines for calculating and establishing performance indicators are available upon request by email: alten.csr@alten.fr

Exceptions and limitations

The reporting tools currently used within the Group have not enabled us to establish comparable elements meeting the requirements of the Grenelle 2 Law for the other legal entities of the ALTEN Group operating internationally and within the given timeframe. However, the ALTEN Group endeavours each year to expand the scope of its reporting activity by integrating new entities.

Origin and compilation of the data

Employee-related indicators

- The data relating to the workforce, nationalities represented in the Company, hiring and terminations, work-study placements, total payroll, compensation, employee turnover, work schedules, and frequency and severity of workplace accidents were taken from the employee-related reports and the payroll software of the ALTEN Group companies in France and the international entities reported. The data relating to annual performance reviews, training and internal mobility were taken from the reports from departments in charge of those matters in the Group's various entities.
- Note that the total number of training hours and the number of employees trained take account of training undertaken by apprentices and employees on vocational training contracts. The entities Alten Sir GTS and GECl are not included in the training indicators. The data for hours of training at ALTEN Spain represents the theoretical hours of training paid for employees by the firm.
- Turnover is calculated according to the following definition: $(\text{Departures}/(\text{Workforce N-1} + \text{Workforce N})/2)$. Departures taken into account exclude trial periods, mobility and other reasons.

Environmental indicators

- Data related to floor space is taken from the lease documents. Data is collected and then consolidated annually per building. It is then split according to the floor space occupied by each legal entity of the ALTEN Group in

France and for international entities within the scope of the report in the said buildings.

- Note that only the indicators for the consumption of paper and energy are consolidated for the Atexis leasehold buildings (four sites in France).
- Data relating to consumables and energy is taken from the invoices and statements provided by suppliers and service providers.
- In France, energy consumption indicators have been divided by the number of weighted square metres. For international entities, actual sq. m. are used as of 31 December 2015. In France and internationally, the indicators for consumables are divided by the number of employees present on site as of 31 December 2015. Note that paper consumption indicators exclude Sweden.
- Annual mileage recorded by company cars has been estimated on the basis of the average mileage per month or per year, according to data available from providers.
- Moreover, international data company cars exclude India (features of the fleet and distance travelled) and partially exclude Sweden (distance travelled).
- Data for train and a travel cover the following entities: ALTEN SA, ALTEN SIR, APTECH, PEGASE, ID.APPS, ALTEN SO, ALTEN LTD, ANOTECH, ALTEN Spain, ALTEN Technology GmbH and ALTEN GmbH in Germany and ALTEN Italia. India, Sweden and Belgium are excluded.
- The CO₂ emissions emitted by consumption of energy and travel were calculated from raw data (kWh, km) through the corresponding emission factors of the Bilan Carbone® V7.1 method. Exceptions: emissions relative to air travel in France and by air and rail for ALTEN GmbH and ALTEN Italia were supplied by the provider and used unmodified, given that the emission factors are consistent with those proposed by the Bilan Carbone® method.

For all the sites where data for energy, water and consumables is unavailable, extrapolations based on ratios per weighted square metre (energy) or per occupant (consumables) have been made in order to cover the full reporting scope under review.

- Data on waste do not cover Belgium and Sweden.

Social indicators

- The data relating to projects supported as part of the Group's promotion of the engineering professions comes from the partnerships for which financial support was given.

Our social performance indicators at 31 December 2015

ALTEN INDICATOR NO.	INDICATOR	UNITS	GROUP FRANCE 2015	GROUP FRANCE 2014	GROUP 2015
HEADCOUNT AND DIVERSITY					
SOC 1	Total workforce as of 31/12/2015	Actual number of employees	9,722	9,375	16,249
SOC 2	Breakdown of employees by gender	% men	76%	76%	76%
		% women	24%	24%	24%
SOC 3	breakdown of workforce by age grouping	% of employees under 25 years	11%	10%	8%
		% of employees between 25 and 35 years old	63%	64%	61%
		% of employees between 35 and 45 years old	20%	20%	23%
		% of employees over 45 years old	6%	6%	8%
		% of employees who are engineers	88%	87%	86%
SOC 5	Breakdown of headcount by type of job	% of employees who are managers	4%	4%	6%
		% of employees who are support staff	8%	9%	8%
SOC 6	Number of unique nationalities represented	Number of unique nationalities	68	71	nc
HIRES AND TERMINATIONS					
SOC 7	Total number of hires	Number of hires	3,492	2,838	6,195
	Employees recruited on permanent contracts	Number of hires	3,228	2,576	5,187
	incl. number of permanent hires under 25 years of age	Number of hires	1,091	933	1,264
	Employees recruited on fixed-term contracts	Number of hires	192	196	936
	Number of hires on apprenticeship or vocational training contracts	Number of hires	72	66	72
SOC 8	Total number of terminations	Number of terminations	3,035	2,743	5,116
	Number of departures from fixed-term contracts	Number of terminations	2,799	2,514	4,435
	of which resignations	Number of terminations	1,472	1,439	2,870
	of which redundancies	Number of terminations	348	432	538
	Number of departures from fixed-term contracts	Number of terminations	188	178	624
	Number of terminations on apprenticeship or vocational training contracts	Number of terminations	48	51	48
SOC 17	Net jobs created	Number of jobs created	457	95	1079
TYPE OF EMPLOYMENT CONTRACT					
SOC 18	Breakdown of headcount by type of contract	% of permanent employees	98%	98%	92%
		% of temporary employees	1%	1%	7%
		% of employees on apprenticeship or vocational training contracts	1%	1%	1%
REMUNERATION					
SOC 19	Average annual remuneration by position	in € managers	38,124	38,813	nc
		in € non-managers	25,739	25,358	nc
MANAGEMENT					
SOC 21	% of employees having had an annual performance appraisal	% of employees	92%	91%	75%
SOC 22	Average rate of absenteeism (for sickness, work- or commute-related accident)	%	1.67%	1.70%	nc
SOC 23	ALTEN employee turnover	%	19.06%	19.44%	nc
ORGANISATION OF WORKING TIME					
SOC 24	Percentage of employees working full-time	% of employees	98%	98%	98%
SOC 25	Percentage of employees working part-time	% of employees	2%	2%	2%
EMPLOYEE RELATIONS					
SOC 26	% of employees covered by a collective agreement	% of employees	100%	100%	nc
TRAINING					
SOC 27	Training expenditures	euros	8,857,009	8,347,546	10,194,124
SOC 28	Training expenditure as a % of payroll	%	2.53%	2.43%	nc
SOC 29	Training expenditure as a % of revenue	%	1.18%	1.16%	0.93%
SOC 30	Total number of training hours	hr	98,892	91,003	173,585
SOC 31.a	Percentage of people receiving training during the year, by gender	% of men having received training	31%	35%	38%
		% of women having received training	35%	39%	41%
SOC 31.b	Percentage of employees trained during the year	% of employees	32.9%	37.5%	43.5%
SOC 33	Number of e-learning courses taken	no.	3,644	4,372	22,567

ALTEN INDICATOR NO.	INDICATOR	UNITS	GROUP FRANCE 2015	GROUP FRANCE 2014	GROUP 2015
WORK AND SAFETY CONDITIONS					
SOC 34	Frequency rate of work-related accidents with time off	rate	2,56	3,60	nc
SOC 35	Severity rate of work-related accidents	rate	0,05	0,03	nc
SOC 36	Number of hours of safety training	h	12 153	10 927	nc
SOC 38	Number of work-related illnesses reported	no.	0	-	nc

Our societal performance indicators at 31 December 2015

ALTEN INDICATOR NO.	INDICATOR	UNITS	GROUP FRANCE 2015	GROUP FRANCE 2014	GROUP 2015
RELATIONS WITH STAKEHOLDERS					
Societal 1	Number of partnerships for the promotion of engineering occupations (CNJE; "Elles Bougent"; etc.)	Number of partnerships	42	23	178
Societal 5	Total number of partnerships forged with higher education institutions in the current year	no.	80	80	89
Societal 4	Total number of partnerships forged with NGOs or similar associations in the current year	no.	4	2	57
RELATIONS WITH STAKEHOLDERS					
Societal 3	Percentage of women on the Board of Directors	%	38%	38%	38%

Our environmental performance indicators at 31 December 2015

ALTEN INDICATOR NO.	INDICATOR	UNITS	GROUP FRANCE 2015	GROUP FRANCE 2014	GROUP 2015
CONSUMPTION OF NATURAL RESOURCES					
Enviro 4	Quantity of paper used per employee	kg/emp	14.6	15.1	12
	Total quantity of paper used	kg	36,964	40,590	49,562
Enviro 5	% of paper recycled or certified	%	77%	72%	74%
Enviro 6	Quantity of opaque and translucent drinking cups per on-site employee	number of cups/emp	423	357	nc
Enviro 7	% of drinks taken without a cup	%	17%	12%	nc
Enviro 8.a	Total energy consumption	kWh	6,506,029	5,799,140	11,285,762
Enviro 8.b	Total energy consumption per sq.m.	kWh/sq.m./year	147	146	129
Enviro 1	CO ₂ emissions linked to buildings' energy consumption.	kg CO ₂ eq.	312,289	278,359	3 126,501
BUSINESS TRAVEL					
Enviro 14	Number of kg of CO ₂ eq. for business travel by train per employee	kg CO ₂ eq./emp	1.99	1.98	5.00
Enviro 16	Number of kg of CO ₂ eq. for business travel by plane per employee	kg CO ₂ eq./emp	529	470	385
Enviro 17	Number of minutes of audio, video or web conferencing	min	Group datas	Group datas	39,551
Enviro 17.c	Number of videoconferences organised	no.	Group datas	Group datas	20,018
Enviro 21	Average CO ₂ emissions per km from company vehicle fleet	g CO ₂ /km	110	125	nc
Enviro 23.a	Number of kg CO ₂ eq. from kilometres driven by company vehicles	kg CO ₂ eq.	218,328	195,910	1,030,414
EXTERNAL CERTIFICATIONS AND ASSESSMENTS					
Enviro 10	% of occupied sq.m. that is certified (BBC, HQE)	%	23%	26%	15%
Enviro 18	EcoVadis score out of 100	score	Group datas	Group datas	74/100
WASTE					
Enviro 25	Total quantity of D3E removed by an external company	metric tons	4.7	4.4	8.7
Enviro 11	% of sites covered by a waste sorting scheme	%	91%	92%	71%

NB: The 2014 and 2015 indicators are not always comparable, due to changes in scope and the extrapolation in 2015 to all the Group's sites.

nc = not consolidated
nd = not requested

Compliance matrix

ARTICLE 225 - GRENELLE 2	PRINCIPLES OF THE GLOBAL COMPACT	GRI	ISO 26 000	CHAPTER 3 - 2015 REGISTRATION DOCUMENT
EMPLOYEE-RELATED INFORMATION				
EMPLOYMENT				
Total workforce and breakdown of employees by gender, age and geographical region		G4-9, G4-10, LA1, LA12	*6.4.4	1.1
Recruitments and redundancies		EC6, LA1		1.1
Remuneration and remuneration increases		G4-51, G4-52, G4-53, G4-55, EC1, EC5		1.1 Part of Annual Report - Chap. 17.3 and 17.5
WORK ORGANISATION				
Organisation of working time			*6.4.4	1.4
Absenteeism				1.4
EMPLOYEE RELATIONS				
Organisation of dialogue with employees, such as procedures for informing, consulting and negotiating with employees	3. Respect for freedom of association and recognition of the right to collective bargaining	LA4	*6.4.3 *6.4.5	1.1 Annual Report - Chap. 17.5
List of collective agreements				1.1 Annual Report - Chap. 17.4
HEALTH & SAFETY				
Occupational health and safety conditions		LA5		1.4
List of agreements signed with unions and staff representative bodies pertaining to occupational health and safety	4. Elimination of all forms of forced or compulsory labour	LA8	*6.4.6	1.4 Annual Report - Chap. 17.5
Work-related accidents, particularly their frequency and severity, together with occupational illnesses	5. Effective abolition of child labour	LA6/LA7		1.4
TRAINING				
Policies implemented regarding training		LA10, LA11		1.2
Number of training hours		LA9, HR2	*6.4.7	1.2
EQUAL TREATMENT				
Measures taken to promote gender equality		LA3, LA12, LA13		1.3
Measures taken to promote the employment and integration of disabled persons		LA12	*6.3.10 *6.3.7	1.3 Part of Annual Report - Chap. 17.5
The anti-discrimination policy		LA12, HR3		1.3
PROMOTION OF AND COMPLIANCE WITH THE STIPULATIONS OF THE CORE CONVENTIONS OF THE INTERNATIONAL LABOUR ORGANIZATION ON				
Respect for freedom of association and the right to collective bargaining	3. Respect for freedom of association and recognition of the right to collective bargaining	HR5, LA13, LA14		3.2
the elimination of discrimination in respect of employment and occupation	6. Elimination of discrimination in respect of employment and occupation	HR3	*6.3.10 *6.3.7	1.3 3.2
the elimination of forced or compulsory labour	4. Elimination of all forms of forced or compulsory labour	HR6		3.2
effective abolition of child labour	5. Effective abolition of child labour	HR5		3.2
ENVIRONMENTAL INFORMATION				
GENERAL POLICY IN ENVIRONMENTAL MATTERS				
The company's organisational structure for taking into account environmental issues and, where applicable, environmental assessment and certification procedures		G4-1		3.4
Training and information for employees on environmental protection matters		G4-43		3.4
Resources devoted to preventing environmental hazards and pollution	7. Taking a conservative approach to dealing with environmental matters 8. Promoting greater responsibility in environmental matters 9. Developing and disseminating environmentally friendly technologies	EN30, EN31	*6.5.2.1 *6.5.2.2	ALLEN provides intellectual services. By their nature, these activities present little environmental risk and do not generate significant pollution.
The amount of accounting provisions and guarantees for environmental risks, provided that this information is not likely to cause the company serious prejudice in an ongoing lawsuit		EC2		ALLEN has no reserves or guarantees for environmental risks in France. The environmental management (ISO 14001 certified) that we apply to buildings does reduce environmental hazards.

ARTICLE 225 - GRENELLE 2	PRINCIPLES OF THE GLOBAL COMPACT	GRI	ISO 26 000	CHAPTER 3 - 2015 REGISTRATION DOCUMENT
POLLUTION AND WASTE MANAGEMENT				
Measures to prevent, reduce and compensate for emissions into the atmosphere, soil and water that severely affect the environment		EN10, EN20, EN21, EN22, EN24, EN26		ALTEN provides intellectual services. By their nature, these activities have little direct environmental impact and do not seriously affect it; emissions into the air are limited in normal situations to greenhouse gas emissions.
Measures to prevent, recycle and eliminate waste	7. Taking a conservative approach to dealing with environmental matters 8. Promoting greater responsibility in environmental matters 9. Developing and disseminating environmentally friendly technologies	EN 23, EN24, EN25, EN28	*6.5.3	3.4
Taking into account noise pollution and all other forms of pollution specific to an activity		EN 24		The ALTEN Group provides intellectual services. By nature, such activities have little impact on the environment, generate little pollution and do not cause noise pollution. However, measures are taken to ensure the smooth integration of buildings in residential areas into their neighbourhoods (BBC/HQE, ISO 14001, etc.)
SUSTAINABLE USE OF RESOURCES				
Consumption and supply of water in accordance with local constraints		EN8, EN9		Taking into account tertiary activities of ALTEN's Engineering and Technology Consulting, the Group's water consumption is not significant.
Consumption of raw materials and measures taken to use them more efficiently	7. Taking a conservative approach to dealing with environmental matters 8. Promoting greater responsibility in environmental matters	EN1, EN2	*6.5.4	3.4
Energy consumption, measures taken to improve energy efficiency and use of renewable energy	9. Developing and disseminating environmentally friendly technologies	EN3, EN4, EN6, EN7		3.4
Land use		EN11		Given ALTEN's services business of Engineering and Technology Consulting, the Group has no activity that involves land use.
CLIMATE CHANGE				
Greenhouse gas emissions				3.4
Adapting to the consequences of climate change	7. Taking a conservative approach to dealing with environmental matters 8. Promoting greater responsibility in environmental matters 9. Developing and disseminating environmentally friendly technologies	EN15, EN16, EN17, EN18, EN19,	*6.5.5	2.4 3.4
PROTECTION OF BIODIVERSITY: MEASURES TAKEN TO PRESERVE OR DEVELOP BIODIVERSITY				
		EN11 à 14, EN26	*6.5.6	3.4
INFORMATION PERTAINING TO SOCIETAL COMMITMENTS IN FAVOUR OF SUSTAINABLE DEVELOPMENT				
LOCAL, ECONOMIC AND SOCIAL IMPACT OF THE COMPANY'S ACTIVITY				
In terms of employment and regional development		EC6, EC7, EC8, EC9, SO1	*6.8.5	1.1
On neighbouring and local populations		EC6, EC7, EC8, EC9, HR8, SO1, SO2	*6.8.7 *6.8.8	ALTEN is present in employment hotspots and works closely with its customers. Its impact on neighbouring and local populations is thus limited and not significant.
RELATIONS WITH THE PEOPLE OR ORGANISATIONS RELATED TO OR AFFECTED BY THE COMPANY'S ACTIVITY, PARTICULARLY LABOUR-MARKET INCLUSION ASSOCIATIONS, EDUCATIONAL INSTITUTIONS, ENVIRONMENTAL PROTECTION ASSOCIATIONS, CONSUMER ASSOCIATIONS AND LOCAL POPULATIONS				
Conditions conducive to dialogue with such people or organisations		G4-26, G4-37	*5.3.3	Values, strategy and challenges Mapping of stakeholders
Partnership and sponsorship initiatives		EC7	*6.8.9	1.3 2.1 3.5
SUB-CONTRACTING AND SUPPLIERS				
Taking social and environmental issues into account in the purchasing policy		LA14, LA15, EN33, HR5, HR9, HR11	*6.6.6	3.3
The importance of sub-contracting and taking their social and environmental responsibility into account in relations with suppliers and sub-contractors	1. Promoting and respecting international human rights law protection in the sphere of influence 2. Guarding against complicity in human rights violations	LA14, LA15, G4-12, EN32, EN33, HR5, HR9, HR11, SO9, SO10		Part of Annual Report - Chap. 17.5.9
FAIR COMMERCIAL PRACTICES				
Actions undertaken to prevent corruption		G4-56, G4-58, SO3, SO4, SO5	*6.6.3	3.2
Measures taken to promote the health and safety of consumers	10. Acting against corruption in all its forms, including extortion of funds and bribery	EN27, PR1, PR2, PR3, PR4, PR6, PR7, PR8, PR9	*6.7.4	3.1
OTHER ACTIONS TAKEN TO PROMOTE HUMAN RIGHTS	Promoting and respecting international human rights law protection in the sphere of influence 2. Guarding against complicity in human rights violations	HR1, HR2, HR7, HR8, HR9, HR10, HR11, HR12	*6.3.10	3.2 3.3

Report by one of the Statutory Auditors, appointed as independent third party, on the consolidated human resources, environmental and social information included in the management report

For the year ended December 31st 2015

Report by one of the Statutory Auditors, appointed as independent third party, on the consolidated human resources, environmental and social information included in the management report

For the year ended December 31st 2015

To the Shareholders,

In our capacity as Statutory Auditor of ALTEN (the "Company"), appointed as independent third party and certified by COFRAC under number n° 3-1080¹, we hereby report to you on the consolidated human resources, environmental and social information for the year ended December 31st 2015, included in the management report (hereinafter named «CSR Information»), pursuant to article L.225-102-1 of the French Commercial Code (Code de commerce).

Company's responsibility

The Board of Directors is responsible for preparing a company's management report including the CSR Information required by article R.225-105-1 of the French Commercial Code in accordance with the procedures used by the Company (hereinafter the «Guidelines»), available on request from the company's head office and summarized in the methodological note presented in the chapter entitled «Operational excellence and sustainable development» of the management report.

Independence and quality control

Our independence is defined by regulatory texts, the French Code of ethics (Code de déontologie) of our profession and the requirements of article L.822-11 of the French Commercial Code. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with the ethical requirements, French professional standards and applicable legal and regulatory requirements.

Statutory Auditor's responsibility

On the basis of our work, our responsibility is to:

- attest that the required CSR Information is included in the management report or, in the event of non-disclosure of a part or all of the CSR Information, that an explanation is provided in accordance with the third paragraph of article R.225-105 of the French Commercial Code (Attestation regarding the completeness of CSR Information);

- express a limited assurance conclusion that the CSR Information taken as a whole is, in all material respects, fairly presented in accordance with the Guidelines (Conclusion on the fairness of CSR Information).

Our work involved five persons and was conducted between December 2015 and March 2016 during approximately a four week intervention period. We were assisted in our work by our CSR experts.

We performed our work in accordance with the French professional standards and with the order dated 13 May 2013 defining the conditions under which the independent third party performs its engagement and with ISAE 3000² concerning our conclusion on the fairness of CSR Information.

1. Attestation regarding the completeness of CSR Information

Nature and scope of our work

On the basis of interviews with the individuals in charge of the relevant departments, we obtained an understanding of the Company's sustainability strategy regarding human resources and environmental impacts of its activities and its social commitments and, where applicable, any actions or programmes arising from them.

We compared the CSR Information presented in the management report with the list provided in article R.225-105-1 of the French Commercial Code.

For any consolidated information that is not disclosed, we verified that explanations were provided in accordance with article R.225-105, paragraph 3 of the French Commercial Code.

We verified that the CSR Information covers the scope of consolidation, i.e., the Company, its subsidiaries as defined by article L.233-1 and the controlled entities as defined by article L.233-3 of the French Commercial Code within the limitations set out in the methodological note presented in the chapter

entitled «Operational excellence and sustainable development» of the management report.

Conclusion

Based on the work performed and given the limitations mentioned above, we attest that the required CSR Information has been disclosed in the management report.

2. Conclusion on the fairness of CSR Information

Nature and scope of our work

We conducted around fifteen interviews with the persons responsible for preparing the CSR Information in the departments in charge of collecting the information and, where appropriate, responsible for internal control and risk management procedures, in order to:

- assess the suitability of the Guidelines in terms of their relevance, completeness, reliability, neutrality and understandability, and taking into account industry best practices where appropriate
- verify the implementation of data-collection, compilation, processing and control process to reach completeness and consistency of the CSR Information and obtain an understanding of the internal control and risk management procedures used to prepare the CSR Information.

We determined the nature and scope of our tests and procedures based on the nature and importance of the CSR Information with respect to the characteristics of the Company, the human resources and environmental challenges of its activities, its sustainability strategy and industry best practices.

Regarding the CSR Information that we considered to be the most important ³:

- at parent entity level, we referred to documentary sources and conducted interviews to corroborate the qualitative information (organisation, policies, actions), performed analytical procedures on the quantitative information and verified, using sampling techniques, the calculations and the consolidation of the data. We also verified that the information was consistent and in agreement with the other information in the management report;

- at the level of a representative sample of countries selected by us on the basis of their activity, their contribution to the consolidated indicators, their location and a risk analysis, we conducted interviews to verify that procedures are properly applied, and we performed tests of details, using sampling techniques, in order to verify the calculations and reconcile the data with the supporting documents. The selected sample represents 80% of headcount and between 78% and 98% of quantitative environmental data disclosed.

For the remaining consolidated CSR Information, we assessed its consistency based on our understanding of the company.

We also assessed the relevance of explanations provided for any information that was not disclosed, either in whole or in part.

We believe that the sampling methods and sample sizes we have used, based on our professional judgement, are sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures. Due to the use of sampling techniques and other limitations inherent to information and internal control systems, the risk of not detecting a material misstatement in the CSR information cannot be totally eliminated.

Conclusion

Based on the work performed, no material misstatement has come to our attention that causes us to believe that the CSR Information, taken as a whole, is not presented fairly in accordance with the Guidelines.

Paris, April 22th 2016

French original signed by one of the statutory auditors:

Grant Thornton
Membre français de Grant Thornton International

Vincent Frambourt
Partner

¹ whose scope is available at www.cofrac.fr

² ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information

³ **Quantitative social information:** total workforce and breakdown by gender, age, geographical area and contract type; hiring and departures; average absenteeism rate; employee turnover; number of training hours.

Quantitative environmental information: energy consumption by floor space; paper consumption and proportion of recycled paper; total floor space of certified buildings (BBC/HQE); kilometers travelled by train, plane and company vehicle; CO2 emissions from the buildings' energy consumption and business trips; quantity of WEEE waste.

Qualitative information relating to ISO 27001 and data security; promotion of engineering occupations, career management; internal mobility and training; indirect impacts.

⁴ France; Spain; Italy; India.

Shareholder information

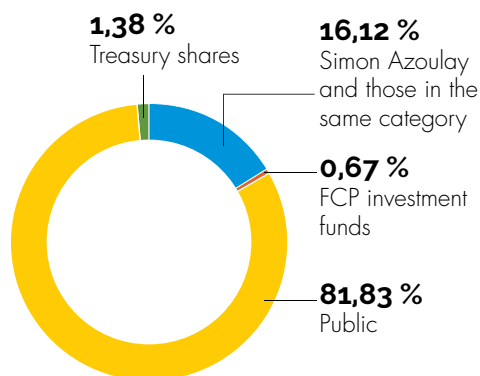
Investor information

Company name:	ALTEN
Activity:	Engineering and Technology Consulting
APE Code:	6202A
Trade and Companies Register number:	348 607 417 Nanterre
Registered office address:	40, avenue André Morizet 92513, Boulogne Billancourt 1988
Founding date:	1988
Nationality:	French
Share capital:	€34,217,865.26
Number of shares representing ALTEN's capital:	33,667,875 shares
Legal form:	A French public limited company with Board of Directors
Financial year:	1 January to 31 December
Market:	ALTEN is listed in Compartment A of Euronext Paris
Stock market indices including ALTEN shares:	SBF 120, SBF 250, IT CAC 50, CACMID 100
ISIN Code:	FR 0000071946

Financial analysts

Aurel BGC
Berenberg
Bryan Garnier
Cheuvreux Kepler
CIC Securities
Exane BNP Paribas
Gilbert Dupont
Natixis
Oddo Securities
Société Générale

Shareholder structure (at 30/03/2016)



Calendrier

28 January 2016	Revenue from 4th quarter 2015
24 February 2016	2015 annual results
28 April 2016	Revenue from 1st quarter 2016
24 May 2016	General Meeting of Shareholders
28 July 2016	Revenue from 1st half 2016
21 September 2016	Results from 1st half 2016
27 October 2016	Revenue from 3rd quarter 2016

Stock market performance

DATE	MONTHLY VOLUME	MONTHLY VOLUME IN EUROS	HIGH	LOW	AVERAGE PRICE	AVERAGE DAILY TRADING VOLUME	AVERAGE DAILY TRADING IN EUROS
Jan-15	489,502	17,509,486.5400 €	37.55 €	33.66 €	35.77	23,310	833,798.7000 €
Feb-15	618,387	23,610,015.6600 €	40.07 €	36.07 €	38.18	30,919	1,180,500.7830 €
March-15	2,481,434	104,096,156.3000 €	43.50 €	39.40 €	41.95	112,792	4,731,643.4682 €
Apr-15	916,934	40,482,636.1000 €	45.70 €	42.30 €	44.15	45,847	2,024,131.8050 €
May-15	504,472	21,989,934.4800 €	45.57 €	42.41 €	43.59	25,224	1,099,496.7240 €
June-15	1,063,821	44,457,079.5900 €	43.75 €	40.12 €	41.79	48,356	2,020,776.3450 €
Jul-15	850,535	37,083,326.0000 €	46.15 €	40.24 €	43.60	36,980	1,612,318.5217 €
Aug-15	551,839	23,993,959.7200 €	46.00 €	38.98 €	43.48	26,278	1,142,569.5105 €
Sept-15	969,209	43,071,647.9600 €	47.78 €	41.70 €	44.44	44,055	1,957,802.1800 €
Oct-15	826,035	39,261,443.5500 €	49.47 €	46.27 €	47.53	37,547	1,784,611.0705 €
Nov-15	1,028,173	50,318,786.6200 €	52.07 €	46.80 €	48.94	48,961	2,396,132.6962 €
Dec-15	1,311,663	70,292,020.1700 €	55.00 €	51.86 €	53.59	59,621	3,195,091.8259 €
Jan-16	1,404,380	72,662,621.2000 €	54.90 €	45.12 €	51.74	70,219	3,633,131.0600 €
Feb-16	1,140,136	54,612,514.4000 €	53.03 €	43.73 €	47.90	54,292	2,00,595.9238 €
March-16	810,468	43,133,106.9600 €	54.24 €	52.09 €	53.22	38,594	2,053,957.4743 €



2015
Registration
Document

Annual financial report