

COMMUNICATION ON PROGRESS

2020

OVER THE YEAR 2019



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.



ALLEN



FOREWORD

This document presents the ALTEN Group's CSR approach and the actions taken and to come. It highlights the progress made over the last three years (when historical data is available) to meet the principles of the United Nations Global Compact, of which the ALTEN Group has been a member since 2010.

The CSR scope of the ALTEN Group covers ALTEN's legal entities and its located solutions:

- In France: ALTEN SA, ALTEN SO, Atexis, APTECH, ID APPS, MI-GSO, ALTEN SIR, ALTEN TECHNOLOGIES, Aixial, Lincoln SAS, Elitys Consulting, Avenir Conseil Formation, Aixial Development, CADUCEUM, Pegase, LMACP, Anotech Energy.
- As well as international entities: ALTEN Belgium SPRL, ALTEN Switzerland, ALTEN GmbH, ALTEN SW GmbH, ALTEN Technology GmbH, ALTEN Spain, ALTEN Finland, ALTEN LTD, ANOTECH Energy Global Solutions LTD, PPP UK, ALTEN Calsoft LABS India Private LTD, ALTEN India Private LTD, ALTEN Italia SPA, ALTEN Delivery Center Maroc, ALTEN Nederland BV et Orion Engineering, TECHALTEN Portugal, Anotech Energy Doha, ALTEN Sverige AB, Anotech Energy Services LTD UK, Anotech Energy USA INC, Clover Global Solutions LP, Cresttek India, ALTEN Switzerland, PPP UK, Anotech energy Doha, Cresttek India.

The Universal Registration Document (URD) is available on the website:
<https://www.alten.com/investors/>

This document is available on the website :
<https://www.unglobalcompact.org/what-is-gc/participants/12140#company-information>

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DECLARATION OF SUPPORT FOR THE UNITED NATIONS GLOBAL COMPACT



With the world facing a major unprecedented crisis, our international development and our position as a leader in Engineering and Technology Consulting give us an even greater responsibility towards all of our stakeholders.

Our commitment to sustainable development, initiated 10 years ago upon signing the United Nations Global Compact, is now a fully integrated part of our development strategy. ALTEN considers this commitment a central strategy in protecting human rights and the environment but also developing sustainable innovation. Our non-financial performance is recognised by external rating agencies, making ALTEN a leading player in CSR. This year, in 2020, we are keen to continue our commitment to respect and implement the 10 principles of the Global Compact. This makes even more sense today as they provide responses to support those affected by the Covid-19 pandemic.

Our corporate culture is based on core values shared by all our employees. These include development of human values, engineering culture, and the quest for profitable and sustainable growth. In 2019 ALTEN once again demonstrated its commitment and the success of its advances in sustainable development by maintaining its 'Advanced' status for its Communication on Progress (COP). We were able to continue deploying our CSR policy in 2019 with particular attention paid to recruitment, staff retention and training of talents. Our CSR approach has been awarded Gold level with a rating of 80/100 from EcoVadis for our voluntary evaluation strategy, initiated 10 years ago.

Beyond the decarbonisation methods we implement for our customers, we are also making progress in-house to reduce our environmental footprint. 11% of the Group's R&D activity is devoted to sustainable development and particularly to reducing our carbon footprint. Since 2012 ALTEN has been answering the CDP questionnaire and maintained its rating of A- in 2019, in recognition of its efforts to fight climate change. In late 2019,

ALTEN signed the Climate Charter for Engineers, initiated by Syntec-Ingénierie, thereby joining other engineering companies in contributing to the ecological transition. I want to see us continue in this dynamic and thus maintain ALTEN's leadership on the environmental front.

In order to meet the needs of our stakeholders and the challenges of our business sector, ALTEN is using a sustainable development strategy structured around three pillars which are key levers to boost resilience when faced with the current exceptional situation:

- **A career-accelerating employer**, by attracting, retaining and promoting talent, skills development, career and mobility management, security and the personal development of our employees, along with the development of social dialogue.
- **A key player in sustainable innovation**, through the support given to our customers, employees and students in developing sustainable innovative solutions.
- **As a responsible partner**, we are uncompromising on fundamental issues related to information security, business ethics and respect for the environment.

In 2020, we will continue to take on new challenges. As Chairman and CEO of ALTEN, I reiterate my commitment to continuing to implement this approach in the various countries where the Group operates, through a network of CSR representatives in order to capitalise on individual initiatives, and share our common values.

More than ever, we want to drive forward our Sustainable Development approach, measure our progress, submit to various evaluations, and ensure we take a critical look at ourselves, to continually improve our practices with complete transparency.

I am confident that ALTEN Group employees will take an active part in this process.

Simon AZOULAY,
ALTEN Group Chairman and CEO

A handwritten signature in black ink, appearing to be 'S. AZOULAY', written in a cursive style.

NON-FINANCIAL PERFORMANCE STATEMENT

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NON-FINANCIAL PERFORMANCE STATEMENT

LETTER FROM THE CHAIRMAN

In line with Articles L. 225-102-1 and R. 225-104 of the French Commercial Code, the ALTEN Group reviewed its main non-financial risks based on analysis of their existing materiality and relevance, as well as the severity of the challenges linked to financial risk analysis.

LETTER FROM THE CHAIRMAN



“Our corporate culture is based on core values shared by all of our employees, namely the development of human capital, engineering culture and the quest for sustainable growth.

The ALTEN Group’s Sustainable Development approach began with the signing of the United Nations Global Compact, and focuses on three major challenges:

A career-accelerating employer, by attracting, retaining and promoting talent, skills development, career and mobility management, security and the personal development of our employees, along with the development of social dialogue.

A key player in sustainable innovation, through the support given to our customers, employees and students in developing sustainable innovative solutions.

As a responsible partner, the Group is uncompromising on fundamental issues related to information security, business ethics or respect for the environment. ALTEN is committed to maximising customer satisfaction and contributing to key societal initiatives wherever the Group is established.”

Simon AZOULAY,
Chairman and Chief Executive Officer ALTEN

THE GROUP’S VALUES

ALTEN brings together human values, sustainable development and engineering culture in the service of performance to satisfy its stakeholders. The Group’s corporate culture is based on key values shared by all its employees.

Engineering culture

ALTEN’s teams cultivate this same feeling of belonging to a technological environment based on creativity, innovation and trouble-shooting.

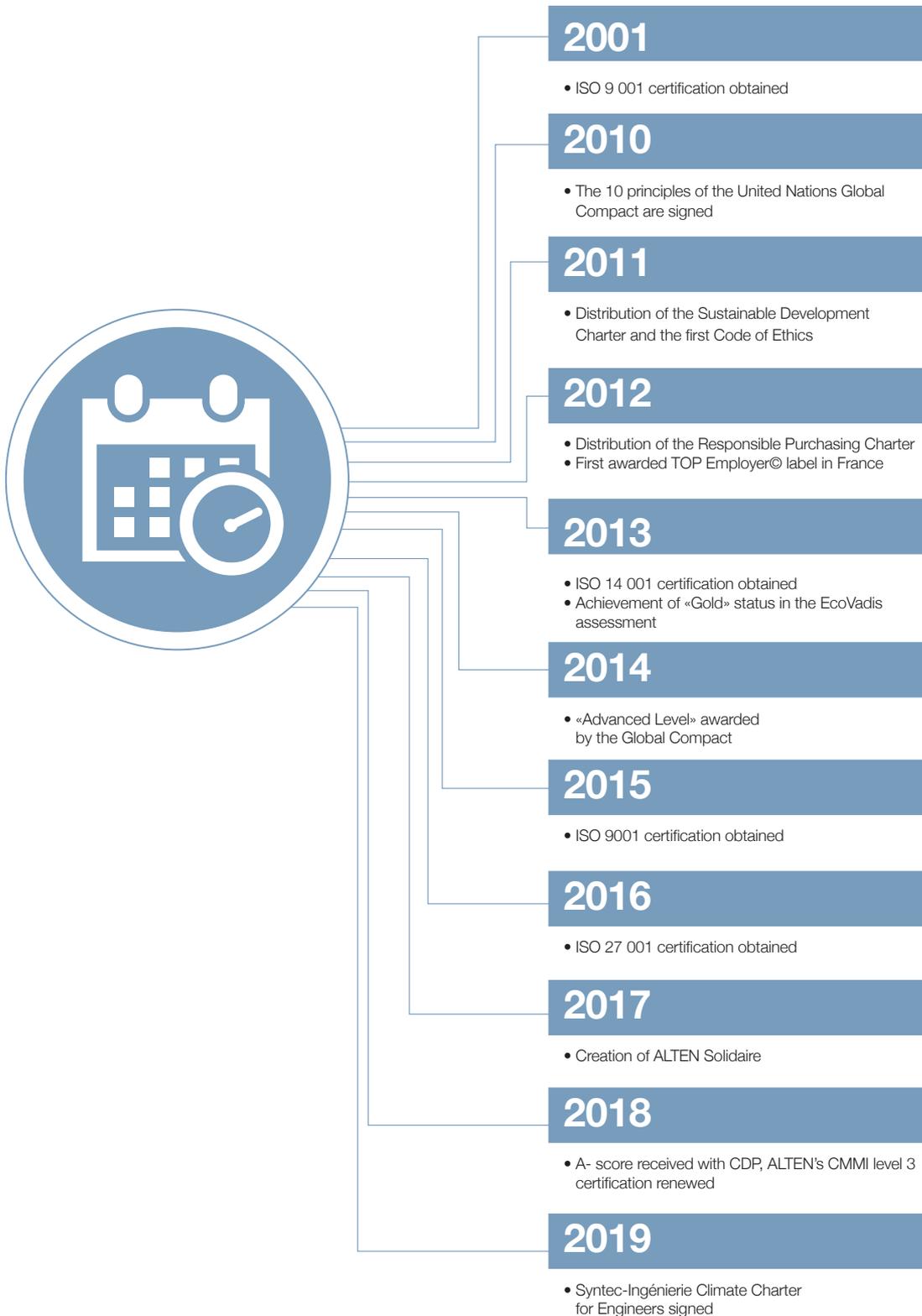
Sustainable growth

Thanks to the quality of its senior management, its teams and its rigorous management methods, ALTEN is financially secure and true to its commitments.

Human capital development

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

ORIGIN OF THE GROUP'S COMMITMENTS



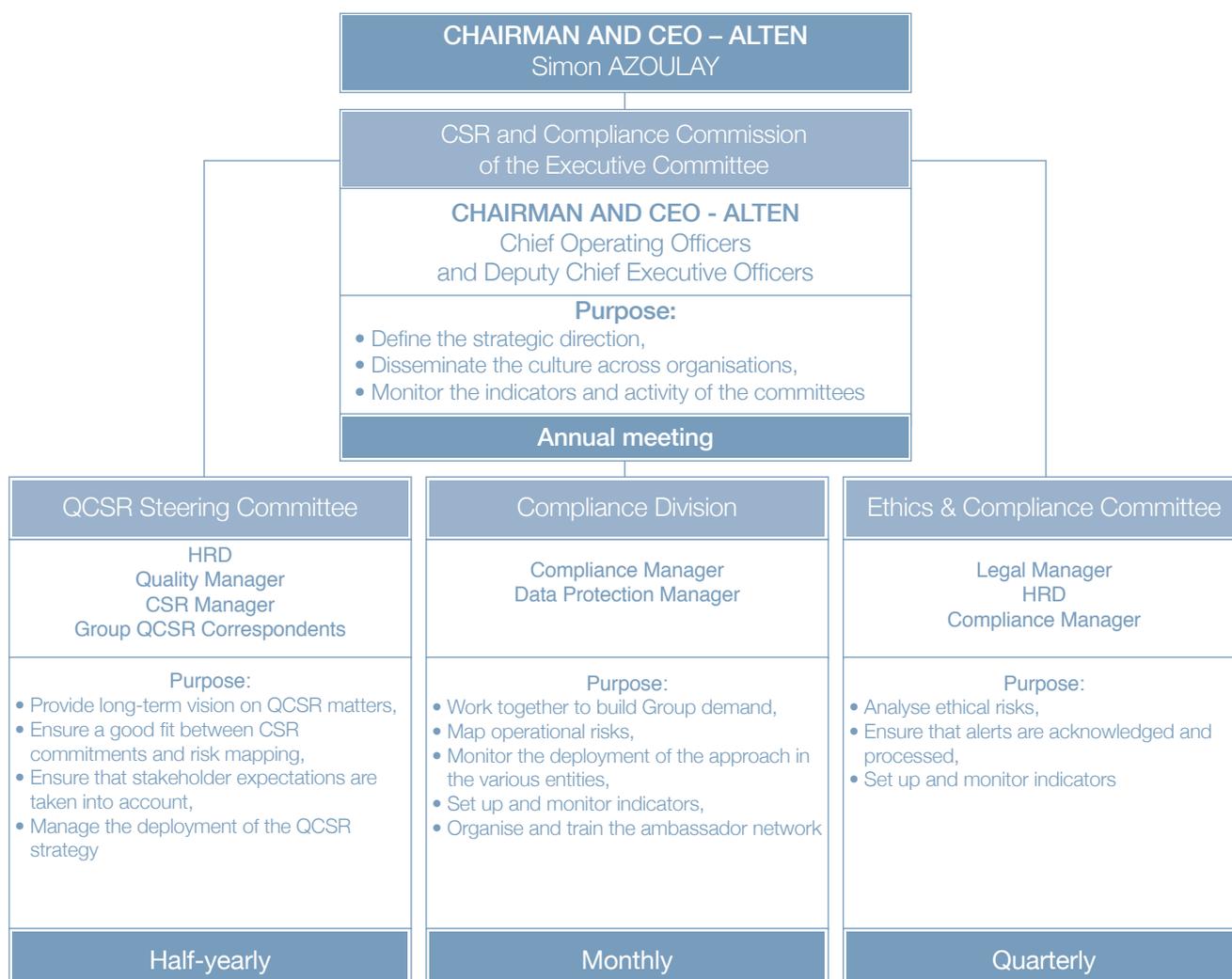
4.1 CSR GOVERNANCE AND STRATEGY

4.1.1 CSR GOVERNANCE

The Group’s international growth and increasingly strict global consolidation requirements led ALTEN to rethink its CSR governance within the Group.

CSR governance was strengthened to support deployment of the approach across all Group companies. A CSR and Compliance

Commission was established within the Executive Committee to validate proposals from the Quality-CSR Group Steering Committee, those from the Ethics and Compliance Committee, and to track the implementation of Compliance projects in the Group.



The CSR team manages the CSR approach across the Group thanks to a network of correspondents within subsidiaries. It reports to the Quality and Performance Department. Its role is as follows:

- determine, run and update the Group’s CSR strategy;
- assist subsidiaries with the local adaptation of the materiality and conduct of CSR projects;
- run the CSR correspondents’ network;
- promote the CSR approach with management of business lines;
- respond to non-financial assessments;
- ensure the efficiency of the stakeholder listening process;
- carry out CSR watch.

4.1.2 PRIORITISATION OF CHALLENGES

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.

The ALTEN Group’s materiality matrix complies with the principle of materiality defined by the guidelines of the Global Reporting Initiative (GRI).

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. Based primarily on industry analysis and meetings with key stakeholders, this analysis is set forth in the matrix below. This work has also made it possible to focus ALTEN’s sustainable growth strategy around three main priorities specific to the Group:

- a career-accelerating employer;
- a stimulator of innovation;
- a responsible partner.



A career-accelerating employer

2	Attract and retain talent
4	Promote talent 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 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 core of the activities
10	Commitment to long-term relationships with partners
13	Maximise customer satisfaction
15	Support strong and meaningful societal initiatives
16	Dialogue with stakeholders
17	Develop worldwide and in France
18	Ensure the security of information systems
20	Minimise the environmental impact of the Group’s facilities

4.1.3 MAPPING OF STAKEHOLDERS

ALTEN's stakeholders interact with its social or economic sphere, its value chain, non-trading company (Civil Society) or the regions in which it is established. In order to maintain a CSR strategy that rises to the challenge, ALTEN communicates with its stakeholders:

Level 1

Staff, consultants, or in-house employees,

ALTEN's true ambassadors

Interaction(s): suggestions box in France, events organisation, in-house communication, satisfaction surveys

Customers

Drivers of innovation research

Interaction(s): business and technical dialogue, customer questionnaires

Students and young graduates

Future employees with a high added value

Interaction(s): work with universities, participation in fairs, sponsorship and student challenges, social media, satisfaction survey for candidates

Schools and universities

Partners to nurture careers

Interaction(s): work with universities, school/university partnerships

Level 2

Associations promoting scientific occupations

Revealing tomorrow's potential

Interaction(s): participation in events promoting scientific occupations

Shareholders

Support for development

Interaction(s): shareholders' meetings, regulated information, questionnaires, investor meetings

The media

Vectors of the ALTEN brand image

Interaction(s): interview, press, social media

Suppliers and subcontractors

Partners in success

Interaction(s): supplier meetings, ALTEN sustainable development questionnaire

Staff representatives

Ensuring social dialogue

Interaction(s): staff representative bodies

Rating agencies

Witnesses to ALTEN's performance in non-financial areas

Interaction(s): questionnaires covering non-financial performance

Level 3

Professional bodies

Defenders of the sector's interests

Interaction(s): works, both physical and online information sites, support tools

Public and political powers, city halls, neighbouring businesses

Generators of a sustainable local dynamic

Interaction(s): conferences, articles, online platforms

International organisations

Guides towards a more responsible approach

Interaction(s): conferences, events, websites of organisations

Competitors

Competitors that encourage others to excel

Interaction(s): annual publications, conferences, events

Partner associations

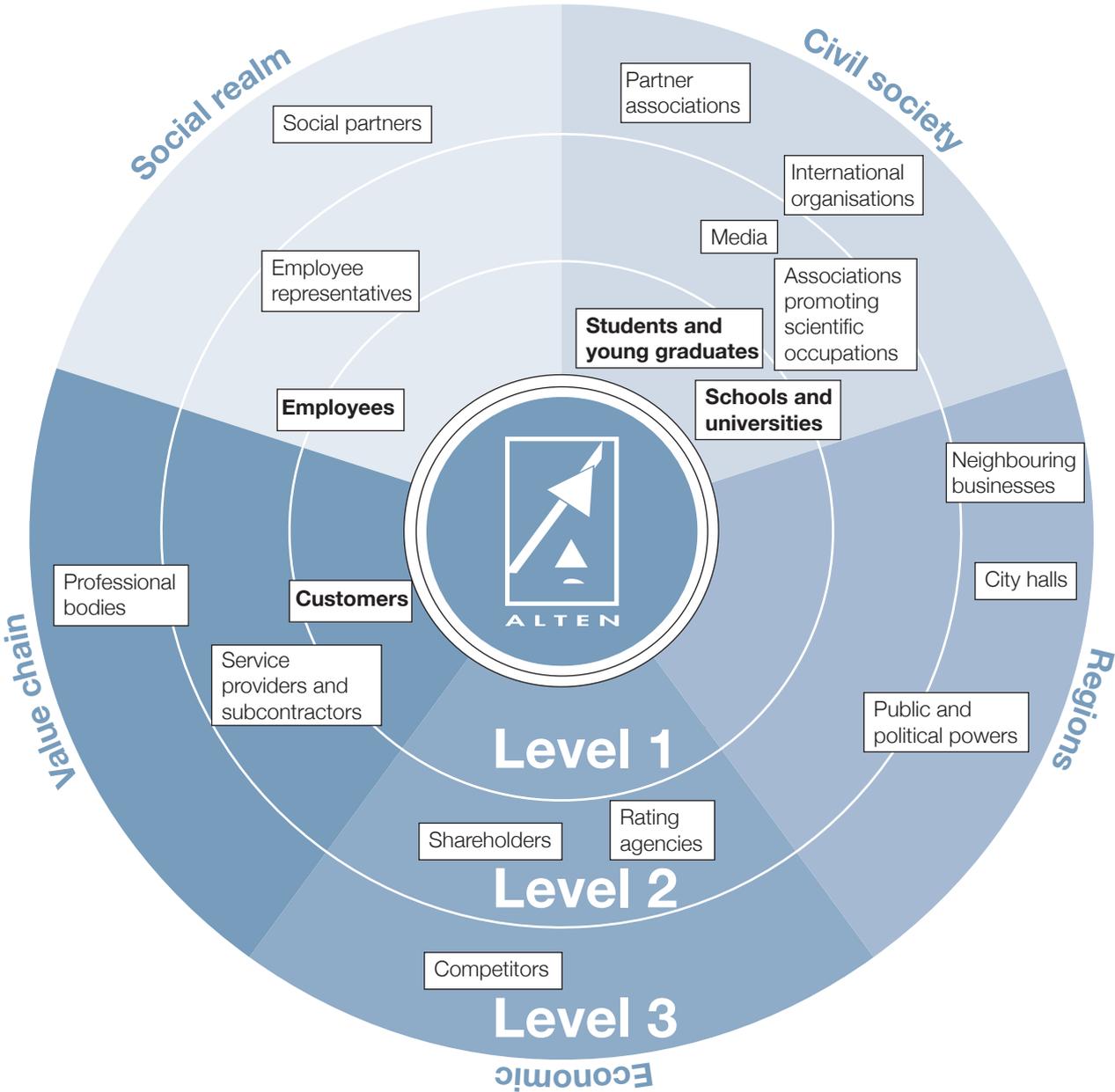
People upholding ALTEN's commitment

Interaction(s): skills-transfer, events

Social partners

Guarantors of social negotiations

Interaction(s): meeting with trade unions and employers' organisations



4.1.4 MAIN NON-FINANCIAL RISKS

The Quality and Performance Department, the Legal Department, the Communications Department and the Human Resources Department, accompanied by an external consulting firm, worked together to identify, prioritise and define the main non-financial risks.

This work was conducted by comparing the business model, the Group's materiality matrix, and the non-financial themes outlined in Article R. 225-105 of the French Commercial Code. For each risk, the impact on the Group's business and on the stakeholders was assessed. The probability of risk occurrence was also determined to measure the final impact of each risk.

This stage made it possible to identify **eight non-financial risks** associated with the challenges of the materiality matrix, so as to ensure consistency of the Group's approach and maximise customer satisfaction.

1/ Talent recruitment and retention

In the context of a robust commitment, in which ALTEN's customers are becoming increasingly demanding in terms of quality and productivity, the Group's success may be impacted if it becomes difficult to recruit and retain talent.

The Group conducts an active recruitment policy both in France and internationally. This policy is supported by a retention plan enabling ALTEN to occupy a leading position on the job market. Employee recruitment and retention strategy is described in Sections 4.2.3 – "Attracting talent" and 4.2.4 – "Retaining talent"

Materiality matrix challenges related to this risk:

- attract and retain talent;
- promote talents and offer sustainable career paths;
- support talented engineers;
- promote professions which are engineering-related;
- develop social dialogue;
- promote diversity and equal opportunities;

2/ Expertise and skills

The ALTEN Group has positioned itself as a catalyst for innovation alongside its customers and employees. A lack of expertise and skill in supporting the customers would heavily penalise the Group.

To tackle this risk, the skills development programme set up by ALTEN helps employees to maintain or enhance their employability. In parallel, the Innovation Department helps to develop innovative and sustainable solutions shared with customers. The Group's actions are described in Section 4.2.5 "Career management" and Chapter 1, Section 1.5.3 "Innovation, a driver of the Group's growth".

Materiality matrix challenges related to this risk:

- promote the development of technical knowledge through R&D;
- develop innovative and sustainable solutions to serve customers and society;

- develop the skills of every person, and reinforce their employability;
- promote the sharing of knowledge among stakeholders.

3/ Health and Safety in the workplace

Safety in the workplace is a key responsibility for ALTEN, since it helps ensure the optimum working conditions for its employees.

To control the risk of a deterioration in working conditions, ALTEN has rolled out a prevention and protection policy in terms of employee health and safety, based on regulations, standardised guidelines and stringent internal guidelines. The Group's approach is set out in Section 4.2.7 – "Health and Safety in the Workplace".

Materiality matrix challenges related to this risk:

- employee safety;
- well-being of employees in the workplace.

4/ Security of the IT systems;

Information security and cybersecurity are strategic challenges that are a focus of concern for the Group. The risks associated with a weakness in the information system's security pose a threat to the Group's operations and customers.

To counter this risk, the Group has established a policy and a management system to ensure the security of the information systems. The Group approach to ensuring the security of information systems is set out in Section 4.3.3 – "Security of the IT Systems".

Materiality matrix challenge related to this risk:

- ensure the security of information systems.

5/ The Ethics Charter and compliance with regulations

ALTEN acts with integrity and ensures compliance with the laws and regulations applicable to it.

However, the Group may be exposed to risks associated with a breach of its Ethics Charter or regulations.

ALTEN strengthened its internal procedures in terms of transparency and combating corruption, in accordance with the Sapin II Law. Details of all the actions implemented by the Legal Department are set out in Section 4.3.2 – "Ethics and compliance".

Materiality matrix challenge related to this risk:

- place ethics at the core of the Group's activities.

6/ Dialogue with local stakeholders

In keeping with its values, the Group must contribute to the development of the regions where it is established, support solidarity programmes and work towards innovation in the service of society. A lack of attentiveness to and dialogue with stakeholders can lead to a deterioration of ALTEN's attractiveness.

The Group has set up a skills-transfer programme in France, in which all ALTEN entities may participate, and undertakes several sponsorship actions in the Group's various entities. Details are set out in Section 4.3.6 "Solidarity in the regions"

Materiality matrix challenges related to this risk:

- dialogue with local stakeholders;
- develop worldwide and maintain growth in France;
- support strong and meaningful societal initiatives.

7/ Human rights and environmental damage involving suppliers and subcontractors

The Group must be attentive to the activities of its suppliers and subcontractors, and must be involved in the sustainable development of its partners. The risk for ALTEN would be the use of suppliers or subcontractors who do not have the same high CSR standards.

The Group has implemented a responsible purchasing approach, in line with its duty of care plan. The Group's approach is set out in Section 4.3.4.2 – "Responsible purchasing".

4.1.5 RATINGS – AWARDS

The ALTEN Group's commitment and non-financial performance are regularly recognised by certifications, labels, and ratings:

- **Top Employer[®]**: for the eighth consecutive year, ALTEN France was named Top Employer[®] France 2019, awarded by the Top Employers Institute, which recognises companies for their HR policy and, in this instance, the human investments made by the Group to become an employer of reference. ALTEN Spain, ALTEN Italia, ALTEN GmbH and MI-GSO were also certified Top Employer[®] 2019.
- **EcoVadis rating**: after 10 years of voluntary assessment, in 2019, the ALTEN Group once again assessed the responsibility of its practices, using the EcoVadis platform. The Group's Sustainable Development approach was rated 80/100, a two-point increase on the previous year.
- **Management system certifications**: international standards are strategic tools and guidelines; incorporating the requirements of these standards into the company management system ensures their optimum effectiveness. ALTEN and its subsidiaries are mostly ISO 9001 and EN 9100 certified (aeronautics sector) for their quality management system, and ISO 14001 certified for their environmental performance management.
ALTEN France is ISO 27001-certified (information security management) since 2012. Note: ALTEN India, APTECH, HUBSAN, ALTEN Spain and ALTEN GmbH in Germany are also certified.
- **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)

Materiality matrix challenge related to this risk:

- commitment to long-term relationships with partners.

8/ Climate change

As a leading Engineering and Technology Consulting company, a failure to adapt its activity to the consequences of climate change represents a risk to the Group's success. ALTEN must control and reduce its business's long-term contribution to climate change.

The Group has developed an environmental management system that is incorporated into the quality management system. Based on its A- rating with CDP, the Group considers that the combat against climate change is also a source of opportunity for its business. The Group's policy and emissions reduction plan are set out in Section 4.4 – "Reducing the Group's environmental footprint".

Materiality matrix challenge related to this risk:

- minimising the environmental impact of the Group's facilities.

certification since 2007, bearing witness to the efforts made and successes achieved thanks to ALTEN's Health & Safety management system. These certifications demonstrate a will to adopt a continuous improvement approach in the Health, Safety and Environment (HSE) fields. Note also: ALTEN Spain is ISO 45001-certified.

- **Global Compact**: a signatory of the United Nations Global Compact since 2010, the Group yet again demonstrated in 2019 the success of its sustainability commitments and initiatives by the renewal of its Communication on Progress (COP) at the Advanced Level.
- **CDP**: in 2019, the Group was once again awarded an A- rating in recognition of its leadership on the topic of climate.
- **Universum**: ALTEN rose in the 2019 rankings of the most attractive employers according to students from the leading engineering schools.
- **Gaïa**: in 2019, for the fifth year running, ALTEN took part in the Gaïa Rating project. Thanks to its environmental efforts, its social commitment and its governance, ALTEN gained 10 points and was ranked 25th out of the 230 companies assessed, with a rating of 80/100.
- **CMMI**: the CMMI-SVC[®] (Capability Maturity Model and Integration – Services) assessment strengthens ALTEN's position as a world leader in the implementation of complex projects, supported by leading-edge expertise and the establishment of development processes. In 2019, ALTEN achieved Level 3, which is the highest level of maturity reached in France, all sectors combined.

4.2 A CAREER-ACCELERATING EMPLOYER

4.2.1 CHALLENGES AND PRIORITIES

ALTEN has set up a dynamic policy of human capital management to rise to the challenges of the materiality matrix. This policy is rolled out on the following priority areas:

- talent recruitment and retention;
- career management and training;
- promoting diversity;
- employee health and safety;
- well-being in the workplace.

4.2.2 ALTEN EMPLOYEES

As of 31 December 2018, the total headcount of the ALTEN Group in the CSR scope stood at 28,347 employees, a 7.2% increase on 2018 at constant scope. The majority of countries within the CSR scope saw their headcount increase in 2019:

	Number of women in the headcount	Number of men in the headcount	Total 2019	Total 2018
France	3,888	9,612	13,500	13,001
Germany	602	2,059	2,661	2,390
Belgium	209	554	763	776
Spain	535	1,397	1,932	1,911
Italy	435	1,207	1,642	1,381
Sweden	415	1,232	1,647	1,729
India	424	1,775	2,199	1,553
The Netherlands	168	797	965	882
China ¹	-	-	-	665
USA	52	98	150	133
UK	148	941	1,089	739
Morocco	403	408	811	555
Portugal	47	68	115	106
Finland	117	396	513	489
Switzerland ²	66	206	272	-
Qatar ³	4	84	88	-
TOTAL	27%	73%	28,347	26,310

¹ALTEN China is not counted in reports (see Section 4.5.1 «Note on methodology»)

²ALTEN Switzerland has been included in the scope since 2019

³ANOTECH Energy Doha has been included in the scope since 2019

In France, the average age of employees is 32. Average age, Group-wide, breaks down as follows:

	Number of employees over 45 years old	Number of employees aged between 35 and 44 years old	Number of employees aged between 25 and 34 years old	Number of employees under 25 years old
Headcount at 31/12/2019	10%	19%	61%	10%

85% of the Group's headcount is composed of engineers:

- Percentage of employees who are Consultant Engineers 85%
- Percentage of employees who are Business Managers 6%
- Percentage of employees who are Support Staff 9%

96% of employees within the CSR scope have permanent contracts:

- Percentage of permanent employees 96%
- Percentage of temporary employees 2%
- Percentage of employees on apprenticeship and vocational training contracts 2%

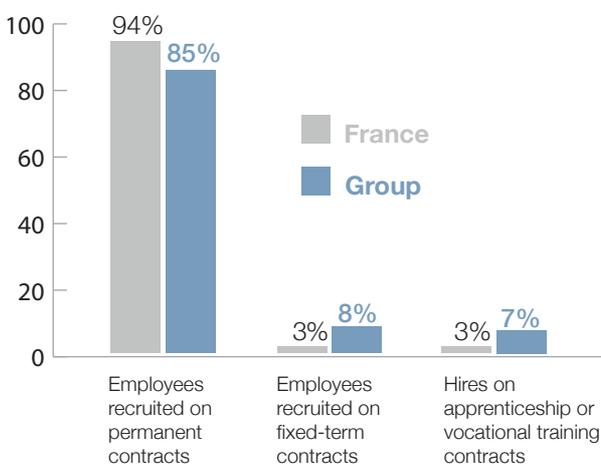
4.2.3 ATTRACTING TALENT

The Group's active recruitment policy makes ALTEN a key player in the engineering job market in Europe.

In 2019, net job creation across the CSR scope amounted to 2,636 jobs created. In France and Group-wide, recruitment was primarily for permanent staff:

BREAKDOWN OF HIRES BY TYPE OF CONTRACT:

Breakdown of hires by type of contract:



The recruitment trend is underpinned by a stringent skills analysis process to identify and recruit high-level profiles. The Group's teams of engineers work on the largest technological projects in the following sectors: Aeronautics, Space, Defence, Naval, Rail, Automotive, Energy & Life Sciences, Telecoms & Media, Finance & Services. For this reason, the Group attaches great importance to its experts' technical expertise, knowledge of business sectors, and know-how, so that they can adapt to rapidly changing environments.

- to support its ambitious recruitment policy in France, ALTEN works closely with the student sphere in order to attract the best talent;
- internationally, a recruitment team supports the Group's growth outside France, where ALTEN generates 57.6% of its revenue.

To identify potential candidates as early as possible, ALTEN meets future graduates on a number of occasions: the Group is present at a large number of specialist recruitment fairs and forums. These events are an opportunity for students and graduates to meet recruiters, to discover career opportunities and moreover to benefit from a wealth of recruitment advice from professionals. In 2019, ALTEN participated in 106 fairs and forums in France and in Europe.

ALTEN France is in partnership with nearly 20 engineering schools where it organises regular ALTEN Campus events: Talks and Engineering Cafés (technical and business conferences), Thinking Labs (student hackathons), or even HR workshops (job interview role plays, CV workshops, etc.).

ALTEN is keen to build on its long-term relationships with partner schools, to provide opportunities to find out about the engineering professions and to raise the Group's profile via the Top Ambassadors Programme which involves school visits from ALTEN employees. As true ambassadors of the Group, an increasing number of ALTEN's engineers and managers visit their old universities to give lessons, tutorials, conferences and skills-transfer sessions.

As a premium partner of the National Confederation of Junior-Enterprises (CNJE) since 2011, ALTEN communicates with 180 business schools, engineering schools and universities. ALTEN's commitment is reflected in its teams' attendance at all CNJE meetings, and in its participation in Award of Excellence, Best Engineering Study Award, Business Development Challenge Award juries.

ALTEN goes even further by establishing partnerships with some 25 junior-enterprises, which the Group supports in their development via training courses on the following subjects:

- business development;
- response to a call for tenders;
- personal branding;
- recruitment;
- project management;
- creating a communications strategy;
- negotiating.

In 2019, over 1,000 students attended these courses.

1/ Tools and events

In order to attract new talent, ALTEN develops several initiatives involving its employees:

Cooptation

An internal referral system encourages and rewards the sponsoring of applications by employees. In 2019, there were 511 people hired in France thanks to referrals.

Recruitment events

- **Connect' by ALTEN:** after 10 years, in 2019, the traditional "JobTour" became "Connect' by ALTEN". This involves networking evenings in convivial surroundings to connect engineers (young or experienced graduates) with ALTEN consultants, business managers and recruiters. In 2019, over 200 candidates attended 11 events across France. The candidates were able to make the most of the range of expertise on offer from Group employees whilst discovering the ALTEN experience.
- **Meet'ups ALTEN Abroad:** in France, ALTEN's International Recruitment Department held 5 recruitment after-works for all engineers interested in going international with their career. It is an opportunity for candidates to interact with representatives from country subsidiaries, and to find out about the Group's international business lines.

- **Talent Day @Le Bourget:** ALTEN attended the 53rd Paris Air Show in Le Bourget. The ALTEN Chalet opened its doors to 116 candidates, partner students and Junior Entrepreneurs. The programme for the day included: a conference on the Group's Aerospace/Defence issues, presentation of the LEOFLY association's Smart Wing project, networking sessions, as well as the chance to attend the Air Show.

ALTEN Campus, supporting student initiatives

- **Calls for projects and student sponsoring:** ALTEN launches calls for non-profit projects which enable business or engineering school students to see their charitable, technological, business and/or sporting projects obtain sponsorship. Financial support is on offer, but above all, long-term human support, with access to ALTEN's technical and business expertise, as well as a spotlight on the most talented projects. In 2019, ALTEN sponsored Solidari'Terre EM Lyon and its humanitarian project in Argentina, Hidr'O IPSA and its project to combat water shortages, LeoFly, EPSA Centrale Lyon and the BDE of CentraleSupélec.
- **Battle Dev:** in 2019 ALTEN sponsored the 13th Battle Dev Edition, the first national online programming competition in France, organised by the Blog du Modérateur, with over 3,500 participants. As part of the competition, ALTEN organised various Campus events which brought together no fewer than 150 students (ESIEA Laval, IN'TECH/ESIEA Paris, ECE, UTT and EPF Sceaux).
- **Nuit de l'Info:** in partnership with Nuit de l'Info for the fourth year running, ALTEN was present at the Strasbourg, Bordeaux, Lille, Vitrolles and Sophia Antipolis sites for this national competition which brings together students, teachers and companies to work on developing a web 2.0 application in just one night. At the same time, ALTEN also proposed the innovative tech challenge "Anime ta danse de la victoire", with prizes for winners.

eSports

As a key player in engineering innovation and recruitment, in 2019, ALTEN chose to work towards its target *via* the prism of eSports, by creating different content (campaigns, events, competitions, etc.). In 2019, ALTEN took part in the Stepstone Digital Challenge: a student competition with around 1,500 entrants. In 2019, ALTEN also organised a special referral evening at the premises of its partner, Gamers Origin. 60 participants were able to meet the team's gamers and to take up the challenge of various eSports games.

International initiatives

- **ALTEN Finland** organises specific events focusing on recruitment and oversight of end-of-study work with students. An ALTEN employee also delivers a computer-assisted design course to a degree-level class.
- **ALTEN Sverige** was ranked in the top 100 employers in Sweden by the Career Company quality label, for offering the best career development opportunities as a result of having a successful employer brand.
- **ALTEN Netherlands, ALTEN Sverige, ALTEN Italia and ALTEN Portugal** are highly proactive and build privileged partnerships with lots of universities throughout the national

region. **ALTEN Netherlands** supports universities and student associations *via* sponsorship, course participation and organising events such as "ALTEN Playground" and the "Technical Pubquiz", with the aim of exchanging ideas on scientific and technological issues.

- **ALTEN Delivery Center Maroc** supports employability with its ALTEN BOOST, retraining programme to promote career guidance and professional development and to equip young people with the skills needed for successful, long-term integration in the labour market.
- **ALTEN GmbH and ALTEN Technology GmbH** support target universities and go on to build very privileged relationships with some of these universities. A number of events such as recruitment parties, interviews, presentations, workshops and other activities have been organised through these exchanges. **ALTEN GmbH** also created a Mechatronic System Master programme with the university of Munich.

2/ An attractive employer on social media

Keen to promote projection within the Group, ALTEN is making itself increasingly visible on social media: highlighting initiatives, sharing and relaying information, exchanges, profiles and interviews with consulting engineers, etc. ALTEN has active LinkedIn, Twitter, Facebook, Instagram, Youtube and Glassdoor accounts. The number of the Group's LinkedIn subscribers continued to grow, reaching 193,000 subscribers in December 2019. 34% of ALTEN's employees were recruited *via* social media in 2019.

In 2019, ALTEN moved up the Potential Park France "Online Talent Communication" rankings to reach 10th place (13th in 2018), recognising the investment made, and projects launched, to improve its digital recruitment strategy. The Potential Park ranking comes from a survey of over 350 criteria on digital recruitment strategies conducted by companies with 7,000 students and recent graduates from business schools, engineering schools and universities. ALTEN stood out, in particular, as the only engineering company in the TOP 5 in the "Social Media" category, which recognises companies' performance on the main social media.

3/ ALTEN is committed to promoting the engineering professions among young people

As a key player on the engineering job market, and in the professional integration of young people, ALTEN works on a daily basis to support the engineering profession and to promote scientific and technical professions, from junior high onwards.

ALTEN, partner of the "Olympiades des Sciences de l'Ingénieur"

Launched by the UPSTI, the French Union of professors of science and industrial techniques, the "Olympiades des Sciences de l'Ingénieur" (Engineering Sciences Olympics) have become the largest science and technology competition in France, with over 5,000 high school students. For the fifth year running, ALTEN presented its Engineering Award with the aim of promoting Engineering Science among young people, creating vocations for engineers and technicians, and developing a spirit of innovation.

“Je filme le métier qui me plaît”: engineers in the spotlight

For the second year running, ALTEN was a partner in the “Je filme le métier qui me plaît” competition, sponsoring the “Engineers in the spotlight” category and selecting the film made by the team from the Emile Zola college as the winner in this category from over fifty videos submitted by pupils and students. Combining humour and

expertise, the film highlights the sometimes barely decipherable jargon used by digital and cybersecurity specialists.

ALTEN is also deeply committed to feminisation in the scientific and technical professions, spearheading several actions to raise awareness of these courses among young women. ALTEN’s commitments to feminisation in the scientific profession are described in Section 4.2.6 – “Promoting diversity”.

4.2.4 BUILDING LOYALTY AMONG TALENTS

1/ Ensuring employee satisfaction

The Group wishes to retain its talents and build their loyalty to support the Group’s growth. For this purpose, since 2018, ALTEN has operated a loyalty plan in France aimed at:

- reinforcing the quality of management: monitoring and managing the careers of consultants-engineers are at the heart of the training programme for business managers. All business managers have followed this new training programme since 2018;
- improving the satisfaction of consultants: a monthly survey system was introduced. This survey tackles issues such as the quality of their relationship with ALTEN, interest in their work and the quality of their working environment. The results of the surveys are then forwarded to the department managers in order to monitor the satisfaction of the teams.

In order to better meet the expectations of the teams of consultant-engineers, ALTEN events are organised on customer sites. During these “MeetUs” events, the support, business and technical teams meet with the consultants to answer their questions and talk with them. 30 MeetUs events were held on customers’ premises in 2019. The roll-out of this initiative will continue in 2020 with increasing number of customers being involved in the process.

The employee onboarding and tracking processes have also been reinforced. All consultants are invited to a half-day induction event organised during the first month after joining the company. These half-days are led by teams of managers and they aim to help new hires discover the ALTEN Group and meet their new colleagues. 90 morning sessions were organised in 2019 in France, forty or so of which used a new formula promoting employee dialogue and participation.

The consultant onboarding path has been reshaped: a five-stage online process enables each consultant and his/her manager to have regular meetings during the course of the first year.

ALTEN also provides its engineers with the opportunity to play an active role in the process of dialogue with the consultant teams and students *via* the following functions:

- the role of **Site Leader**, is assigned to a consultant tasked with ensuring team cohesion between consultant-engineers working on the same customer site;
- the role of **Campus Manager Engineer** is assigned to an engineer in charge of representing his/her university. This programme was rebooted in 2019 to involve Campus Engineer Managers both in building relationships with schools and supporting Alumni;

- the role of **Engineer Trainer** at the ALTEN Technology Institute (ATI), is specifically designed for all engineers wishing to get involved in training. The ATI was launched in 2019 with the help of engineers responsible for producing educational content and for delivering in-house training.

In further efforts to reinforce links with consultant-engineers, technical conferences have been organised in ALTEN offices. This initiative, known as Talent’Camp, focuses on employees who are experts in their field and invites customers to come and share in their know-how. This year, the following topics were presented: digitisation of customer relations, telecoms operators take back market share, the DevOps environment, aerospace and cybersecurity. It should be noted that for the very first time, all sessions were shared, live and on catch-up, *via* the company’s social network, Yammer.

Lastly, ALTEN’s Yammer social network, created in early 2018 in France, currently brings together over 10,000 members Europe-wide. The Group’s employees communicated with one another *via* over 150 technical and leisure communities. The objective for 2020 and for the next few years will be to develop activities and content for these communities.

- **“Our employees have talent”**: with the creation of its internal sponsorship platform in 2018, ALTEN has sponsored its employees’ sporting, artistic, cultural, community and technological initiatives. 20 projects were sponsored in 2019.
- **ALTEN Awards**: the Group is committed to showcasing talented employees, in particular, through the fourth ALTEN Awards which took place in 2019. The ALTEN Awards, through 9 categories, provide recognition of the involvement, commitment and outstanding performance of the Group’s consultant-engineers:
 - 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 Sustainable Development,
 - ALTEN Award for Site Leader of the Year,
 - ALTEN Award for a Digital Project,
 - ALTEN Special Award by the Jury.

Among more than 200 applications, the winners were announced during a prize-giving ceremony in the presence of Simon Azoulay, Chairman and Chief Executive Officer of the ALTEN Group.

Similarly, every year **ALTEN India** awards prizes to employees having demonstrated high performance, creativity and innovation.

2/ Social dialogue

With a view to forging constructive links and creating value, ALTEN maintains regular social dialogue with the social partners to favour the company performance and employee protection.

For ALTEN France, 60 Health and Safety Committee meetings were held in 2019.

3/ Compensation

The ALTEN Group compensation policy combines competitiveness and equality to attract and motivate talents.

4.2.5 CAREER MANAGEMENT, INTERNAL MOBILITY AND TRAINING

1/ Career management

ALTEN offers a dynamic human resources policy firmly focused on the diversity of career paths and skills development. Internal organisation is specifically tailored to meet the expectations of consultant-engineers, business managers and support functions.

With respect to **consultant-engineers**, career management is driven by internal processes defined by the Career Development Department (DCI) and rolled out by the business managers. Annual appraisals identify skills learned, those to be developed and training requirements so that development plans can be drawn up.

The Specialists programme was created in 2019 and will be rolled out in 2020 on a gradual basis, primarily in order to capitalise on, and promote engineers' expertise.

"ALTEN Awards" or "Our employees have talent" complement this skills promotion initiative.

With respect to **business managers**, half-yearly Career Committee meetings bring together Operations Managers and are the time for reviewing business managers' performance. Sales, recruitment and development results, compliance with process and the quality of monitoring are reviewed to decide on hierarchical changes and functional and geographical mobility. Furthermore, every year, the annual assessments of the Business Managers provide the opportunity to review the previous year with their line managers and decide on action plans needed to achieve goals. Lastly, the AMPLIFY training paths are designed for Business Managers to acquire essential skills and expertise. Throughout their career, individual support, assessment procedures, classroom-based learning or e-learning modules reinforce what they learn in-the-field, with operational performance as the goal.

In both France and Germany, an "integration passport" provides new managers with the benefit of support from an experienced manager and supervision in certain key assignments (sales prospecting, recruitment interviews, preparation of technical meetings, etc.)

With respect to **support functions**, the Career Management Service introduced a number of different evaluation processes several years ago:

- annual and professional appraisals;
- personnel reviews and career committees;
- management follow-ups: meetings are organised on a regular basis with directors and managers to define and follow up on development action plans;
- career development meetings: career management service staff meet employees to focus on their professional development,

skills acquired, aspirations and prospects for development within the Group.

This dynamism and the implementation of all these measures have made it possible to find an internal solution for one vacancy out of every four in 2019.

In total, in 2019, 87% of employees in France had an annual appraisal, as did 75% of the Group headcount.

International initiatives

- **ALTEN GmbH** has a bespoke coaching and assessment programme to support managers and consultants at every stage of their career and help them to progress.
- **ALTEN Belgium** is setting up committees to discuss promoting careers as consultants. Operations managers and Technical and Talent Development Department representatives conduct an objective and fair review of all eligible consultants' performance, commitment and interactions with internal teams.
- **ALTEN Netherlands** and **ALTEN Belgium** encourage mentoring.
- **ALTEN Italia** designed the "ME/WE project" which consists of recognising employees who have worked at ALTEN for at least 10 years.

2/ Internal mobility

In 2019, ALTEN launched the MyMOBILITY platform to reinforce internal mobility. It enables employees to have access to the Group's different vacancies, be able to apply or even to receive alerts to be informed of a position related to their ambitions becomes available.

One of the main challenges involved in internal mobility is enabling employees to broaden their skills set, discover a new role and be trained for it. It is synonymous with a new career boost. Mobility enables employees to expand their networks within the company, with Departments increasingly working in synergy. It also contributes to the company's performance and development and enables gateways to be created between Departments and services.

In 2019, in France, 587 people completed a move, totalling 639 Group-wide.

At ALTEN there are three different kinds of mobility: vertical, horizontal or geographical. Depending on the opportunities on offer, employees can acquire job skills and become a leader in their field or can move towards management. To support its national and international development, the ALTEN Group offers a wide range of geographical mobility opportunities in France, abroad and in its numerous subsidiaries.

In 2019, MYTEAM, a new HR tracker, was made available to managers. This tool enables them to monitor key indicators for employees and their teams.

3/ Professional training

ALTEN is a player in a society that is constantly changing. 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 employees in their professional projects.

Each Group population has its own specific training department: **AMPLIFY** for business managers, the **ALTEN Technology Institute (ATI)** for engineers, **PROJECTION** for Technical Departments and **ALTRAINING** for support functions.

Information is consolidated by the Group Training Department, in order to centralise it and harness its value creation potential.

AMPLIFY

ALTEN has an in-house university dedicated to the development of the skills of its business managers. Accessible both in France and abroad, AMPLIFY programmes support business managers throughout their career in the Group. AMPLIFY courses are run by around 140 in-house instructors, who are themselves Operations Managers with ALTEN and courses are delivered in English, French and German. They combine group classes based on practical cases, digital learning, tutoring and in-house certifications that make it possible to validate experiential learning. A total of three programmes are offered, with nearly 17 days of group learning, 10 days of individual learning and two digital courses which enable all business managers to acquire the skills and know-how that are essential to the operational performance of their job.

ATI

In 2019, ALTEN launched the ALTEN Technology Institute to offer internal training specifically for consultants, tailored to the different stages of their career development.

These training courses will enable talented individuals to upskill to meet customer expectations.

The first programmes to be rolled out will relate to project management, agility, software development and testing. New topics will be added in the future.

PROJECTION

Technical Department training courses are aimed at continuing to upskill project players, to disseminate shared project management practices Group-wide and roll out internal methodologies.

These courses address two main focuses identified as essential for the success of the projects conducted by ALTEN: a technical focus (Work Packages Management – ALTEN methodology – financial management of a project, etc.) and a behavioural focus (customer relations, communication, etc.).

ALTRAINING

In 2019, the support function training service focused on creating and re-designing training pathways to support teams in taking on new roles and upskilling.

New training pathways for support function managers – March 2020

Directors worked on re-designing the Management Pathway. The main objective is to support the company's growth by upskilling managers.

2 training pathways totalling more than 30 days training are offered to managers according to their level of experience.

Important innovations, beyond the desire for certification, are tailor-made training courses, 100% blended learning (classroom-based and distance learning), 20% of which are delivered in-house.

New induction pathways

The Training and Jobs teams created, or redesigned, a number of induction pathways in 2019:

- **For new arrivals – March 2020**

This pathway aims to raise employees' awareness of their environment and the company's safety regulations. It has been modernised to offer students a better experience.

- **For recruiters from the Department for the Recruitment of Engineers – March 2020**

This pathway aims to train new recruiters in ALTEN's recruitment tools and techniques. Lasting for 5 weeks, it comprises e-learning programmes, manager/student training and a group training session.

- **For Sales Administrator teams**

This pathway aims to facilitate and optimise the process of taking up a new role by standardising job practices. The first 2 skills blocks will be accessible from February 2020.

In France and abroad, 514,242 hours of training were delivered on the CSR scope and 15,603 employees trained, representing 55% of the headcount.

- In 2019, in France, over 181,580 training hours were provided. 42% of employees followed at least one training course:

Change in the number of people trained in France:

• 2016	3,596
• 2017	4,408
• 2018	5,431
• 2019	5,685

International initiatives

- **ALTEN Italia** created the Training & Development Department for online technical and language training courses. It organises additional English classes for employees. A new technical training plan was introduced in 2019, in line with union prerogatives.
- **ALTEN Portugal** provides its employees with the GoFluent platform, an application enabling students to learn languages on an autonomous basis. ALTEN Portugal also uses the AULA streaming platform, an internal platform with a vast range of training courses such as database management or even HTML5.

- **ALTEN Belgium** established the ALTEN Belgium Academy. It aims to boost engineers' careers through the acquisition of new skills. The training portfolio comprises training in project management and management, as well as technical training courses (Devops, risk management, Life Sciences Skills Masterclass, etc.).
- **ALTEN Spain**, via its academy, which is a certified ISTBQ Global Partner, also offers specialised training in different technologies and tools with a high added value for customers.
- **ALTEN Maroc** continues to roll out its skills development policy via the training and career management unit, focusing on the diversification of the training courses on offer and on current and

future development pathways. In 2019, the academy delivered over 40 categories of training across all fields (VBA, ISO 27001, Scrum Master, etc.).

- **ALTEN GmbH** has the same training programme as the one in France aimed at managers, known as AMPLIFY. The introduction of the new ALTEN Training Center (ATC) apprenticeships management system, set up for all employees, was a success. In 2019, the target of crossing the threshold of 500 active users per month was reached. ALTEN Technology GmbH is also offering language and management courses, in addition to the technical and mandatory modules required by customers.

4.2.6 PROMOTING DIVERSITY

Promoting diversity has been made a focal point of the Group's Human Resources policy in order to dispel stereotypes about the role of engineers and increase the number of new hires every year.

1/ Engineering is multicultural

Cultural diversity is a reality for the ALTEN Group. Internal mobility, the Group's international growth and the quality of the recruitment process have fostered this diversity. In France, the workforce is comprised of 95 nationalities, and more than 124 nationalities are represented in the Group's overall headcount.

2/ Employment and integration of employees with disabilities

Every year, the ALTEN Group develops a disability policy, committing to initiatives that respond to the issues involved in job retention, and creating awareness among employees about disability.

In 2019, in France, in addition to providing support for administrative initiatives, ergonomic adaptation of workstations and the provision of ongoing advice and support via the disability unit, ALTEN strengthened its support for disabled employees through the following measures:

1. annual financial support for an adaptation or an external aid required as a result of an employee's disability;
2. annual paid leave for medical check-ups.

ALTEN's Departments are also committed to prioritising the use of the sheltered and protected sector for external service provisions, wherever possible, continuing to seek out new partners for various, previously identified, expense items.

Raising awareness and communications with employees

In 2019, immersive activities (Escape Game and Virtual Reality) were used to raise the awareness of over 250 employees from the Toulouse and Boulogne sites. These activities will be extended to other sites in 2020.

A workshop was also held with Site Leaders to disseminate the disability policy to engineers.

ALTEN reports on its disability initiatives on a regular basis through a number of channels: posters, brochures, interactive content (e-learning, serious games, eBooks). In 2019, the disability page on the intranet was completely re-designed and updated. An "ALTEN & Disability" community was also created on the company's social network, Yammer. To supplement these tools, an internal disability unit supports employees in their efforts, answers questions and responds to requirements for adapted workstations.

During the European Disability Employment Week (EDEW) in November 2019, over 3,000 employees were informed about the existence of ALTEN's disability policy via a cartoon telling the story of a disabled employee. The cartoon was disseminated in a number of weekly instalments to all ALTEN France employees via various existing communications channels.

Recruitment

ALTEN conducted several different campaigns during 2019:

During the Stepstone Digital Challenge, a student eSports competition partnered by ALTEN, raising awareness of disability and the inclusion of disabled people, was also a key element of the challenge. Students and company employees were invited to change their perspective of disability via a wheelchair basketball competition, disability sports demonstrations and awareness-raising and brainstorming workshops. On the ALTEN stand, students had the chance to duel with the disability fencing champion, Gaëtan Charlot, who is sponsored by the Group.

From May to June 2019, those responsible for recruitment at ALTEN were in contact with thirty or so candidates with disabled worker status (reconnaissance de la qualité de travailleur handicapé – RQTH) via an online disability recruitment forum.

In Toulouse, ALTEN Sud-Ouest job advertisements specify that the company welcomes people with disabilities. ALTEN takes part in the PACTE TH project: A project that promotes disabled workers' transferable skills. Together with other companies, ALTEN has helped to create an online tool to match candidates' skills with the skills sought by the company.

This resource was used during "Les Rencontres de l'Haéro", an aerospace industry disability recruitment forum, where it proved to be effective.

Sponsorship, patronage and partnership

ALTEN sponsors Gaëtan Charlot, the disabled fencing champion in France, when he takes part in a number of international competitions. ALTEN reports, via ALTEN Recrute, on his sporting exploits and his academic career at the National Institute of Applied Sciences (INSA) engineering school.

ALTEN also supports Handiplanet, a travel platform for people with reduced mobility, as well as various associations during charity runs or skills patronage (see 4.4.6 – “Solidarity in the regions”).

ALTEN has been a partner of the Association called ASIPPH (Schooling and Professional Integration of People with Disabilities) since 2014. The association facilitates training for disabled people so that they can join the workforce. Within the framework of this partnership, ALTEN has undertaken to contribute towards funding training for young disabled people.

Training

A personnel administration team, with members from across all ALTEN France sites, has been trained in ALTEN’s disability policy and in the best practices to be adopted to tackle the issues of disability with employees.

Sheltered sector procurement

ALTEN works closely with sheltered sector companies by integrating them in its projects through co-contracting agreements with its main customers as well as within the framework of its purchasing. This approach makes it possible to support and help sheltered companies in business sectors by enabling them to take advantage of the Group’s know-how. ALTEN undertakes to favour the protected and sheltered sector within the framework of its external service provision and to broaden its range of referenced suppliers from this sector.

International initiatives

- **ALTEN Italia** took part in the “Inclusive Mindset” programme, which focuses on the inclusion of disabled people, and contacts employment centres in all regions on a yearly basis to draw up a disabled worker recruitment plan.
- **ALTEN Technology GmbH** set up a committee tasked with representing the company’s disabled personnel.

Focus ALTEN Spain in partnership with the **Addecco Foundation**

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

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.

“Proyecto Unidos”

In partnership with fifteen or so Spanish universities and forty or so businesses, ALTEN Spain and the Adecco Foundation have been part of the “Proyecto Unidos” project since 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 their careers and their advancement in the business world.

2019 Events:

Ability School Day

In 2019, ALTEN Spain conducted a dozen or so initiatives in different primary schools with the aim of normalising diversity and disability in the school environment.

Video interview on talent and diversity

Jose Gomez, ALTEN’s Human Resources Business Partner (HRBP) Director for Southern Europe, was interviewed by Pablo Pineda, a diversity consultant from the Adecco Foundation, about talent and diversity within the company.

Sporting events

ALTEN Spain employees were invited to take part in the “Integracup” event, an inclusive football tournament aiming to develop disabled workers’ skills, communication, concentration and ability to work within a team.

International Day of People with Disabilities

To mark the International Day of People with Disabilities, ALTEN Spain supported a campaign known as “le filtre de l’emploi”, featuring Ana, a young actress with Down Syndrome, demonstrating the importance of creating companies that support diversity.

The “#TalentoSinEtiquetas” manifesto

During 2019, the Diversity Manifesto was distributed in all ALTEN Spain offices and premises.

3/ Engineering has no age limits

While the average age of ALTEN employees is relatively low (age 32 in France for those on permanent contracts), the expertise of more experienced employees has helped to capitalise on 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. The integration of work-study students gives ALTEN an opportunity to train employees in its business lines and to identify those with the greatest potential for future recruitment.

4/ Promoting engineering to women

Female high school students, trainees, apprentices, employees, etc. Throughout their careers, ALTEN sends a strong message to women that engineering careers are not reserved for men.

As a key player in the engineering job market, and in the professional integration of young people, ALTEN is keen to raise awareness among young people and to encourage women to choose technical and scientific paths. The partnerships the Group has forged with associations such as “Elles Bougent” represent an opportunity to be able to guide female students in their career choices, to be present as far upstream as possible, in secondary schools and sixth-form colleges.

Situation within the Group

Internally, ALTEN promotes gender equality and is keen to retain its female workers.

An equal number of men and women sit on the ALTEN Board of Directors⁽¹⁾.

The scope of ALTEN’s gender equality action plan covers a number of issues such as recruitment, compensation, career progression, work/life balance, etc. ALTEN wants to use this action plan to fight inequality and highlight the importance of having a gender mix within the company.

ALTEN Sverige has also formed an internal network with a view to building a community of women: Women@ALTEN. They meet on a regular basis and organise events (conferences, meet-ups, after-works, sports activities, etc.) throughout the year. The aim is to reinforce the position of women in the world of industry and technology.

In 2019, **MI-GSO** lent its support to the “Liberté aux Joueuses” association during the Women’s Football World Cup in France, with the aim of promoting gender equality at all levels, at work, in sport and in daily life. The gender equality agreement initiated in 2011 by MI-GSO, was also updated in 2019.

(1) Not counting the Director representing employees.

All of these measures have ensured that the proportion of women in the Group’s headcount in France has been steadily increasing:

CHANGE IN THE NUMBER OF WOMEN IN THE FRANCE HEADCOUNT

• 2014	24%
• 2015	24.1%
• 2016	25.9%
• 2017	27%
• 2018	28.5%
• 2019	29%

2019 gender equality index

Since 1 March 2019, French companies with over 1,000 employees must measure five indicators and published their overall score in accordance with the method used to calculate the gender equality index.

ALTEN SA obtained a rating of 94/100.

ALTEN Information Systems and Networks obtained a rating of 89/100.

ALTEN SUD OUEST obtained a rating of 79/100.

ALTEN TECHNOLOGIES obtained a rating of 79/100.

Elles Bougent

Too few young women choose to train in scientific or engineering subjects and they are still under-represented in engineering professions. Partner of the “Elles Bougent” association since 2009, ALTEN is committed to encouraging young women to choose engineering as a career and consequently seeks to increase the number of female engineers recruited.

Through the presentations made by female sponsors who are passionate about their professions, the “Elles Bougent” association informs secondary school pupils and university students about the very large number of career opportunities open to engineering graduates. Over 80 ALTEN sponsors, managers and consulting engineers, took part in the events organised by the association throughout the year in order to share the passion for their profession with young women: visiting trade fairs (Paris Air Show at Le Bourget, Viva Technology, etc.), guest speakers in educational establishments, and special events organised by “Elles Bougent” (“Challenge Innovatech”, “Elles innovent pour le numérique”, etc.).

Trophées des Femmes de l’Industrie (Women in Industry Awards)

ALTEN, a partner of the “Trophées des Femmes de l’Industrie” (Women in Industry Awards) has, for the eighth year running, presented the “Women In Projects” award. This was a great opportunity for the Group to remind attendees of its historic commitment to the engineering professions, and its commitment to promoting the place of women in engineering

Tales of Women Engineers Portfolio

ALTEN wants to raise awareness of the technical and scientific professions and convince women to join these professions. Strong role models help to de-construct stereotypes and received ideas

about these jobs, formed from a very young age. For the fourth year running, ALTEN interviewed its consultant-engineers, in France and worldwide, to showcase their career paths and job skills.

4.2.7 HEALTH AND SAFETY IN THE WORKPLACE

The health and safety of employees are a priority for the ALTEN Group and meet customer requirements in terms of both standards and regulations. The Group's major areas of focus are road safety and the training and accreditation of the employees to ensure they are sufficiently prepared and authorised when faced with risks.

ALTEN's Health and Safety policy is centred on the acronym, FORCES. The goal is to Federate, or unite, all of the stakeholders around a safety culture, Optimise the working conditions of employees, Respect the requirements concerning standards, regulations and customers, Capitalise on the Group's best practices in order to see that they are shared by all stakeholders and Ensure that everyone is committed to respecting this Health and Safety process.

This approach is based on:

- risk prevention, by identifying all risks to which employees may be exposed, raising employee awareness of those risks and measures to be taken for prevention and protection, including dialogue and communication with the Health and Safety Committee. All the Group's subsidiaries reaching the relevant regulatory thresholds organise a Health and Safety Committee, convened as often as the law requires;
- training, with a proactive approach to both regulatory and voluntary schemes. Upon joining the company, each new hire must follow an e-learning module about professional risks;
- raising awareness of employees regarding specific risks is regularly organised. The "Health, Safety & Environment" booklet is circulated to all employees, being the reference document for awareness-raising. With regard to road safety, ALTEN is a signatory of the "National campaign for road safety in a business context" championed by the Ministry of the Interior. A half-day road safety training course was organised in Lille;
- in parallel, discussions about safety are led by safety engineers or Lead Engineers, in order to discuss health and safety issues with consultant-engineers. In 2019, these talks were attended by almost 3,000 participants in France, 989 of them in Île-de-France;
- putting in place dedicated equipment, in particular personal protective equipment e.g. All ALTEN sites in France are equipped with defibrillators;

- monitoring regulations and standards enabling ALTEN to respond to and anticipate safety regulations as early as possible. ALTEN implements legal and regulatory monitoring in order to be permanently informed of changes to regulations.

Furthermore, ALTEN has adopted a proactive policy concerning MASE (Manuel d'Amélioration Sécurité en Entreprise) [manual for the improvement of company safety] certification for its branches in Lille, Villeurbanne and Vitrolles. As part of this process, a health, safety and environment questionnaire was sent to all the employees of certified branches in order to measure their level of knowledge on these subjects. ALTEN is conducting an assessment of future employees' safety culture by offering them a health, safety and environment questionnaire during pre-employment interviews, so that the right safety training courses can be targeted. All employees of these branches that have been involved in MASE initiatives are assessed on HSE objectives during their annual appraisal.

In order to measure its performances with regard to Health and Safety, ALTEN uses the following:

- a risk management assessment questionnaire, designed by drawing on the ALTEN internal safety reference document, which was sent within the MASE scope. The assessment proved to be positive as the employees showed that they had good knowledge of the ALTEN safety culture;
- risk mapping: 100% of "at risk" sites were visited during 2019.

MI-GSO has also made a commitment to road safety by signing the Employers' national road safety campaign. MI-GSO ensures its employees' road safety via in-house communication and prevention initiatives. Systems are also in place to improve quality of life in the workplace, healthcare and access to certain well-being initiatives (right to disconnect, organisation of working time, awareness-raising campaigns, etc.).

Organisation of working time and absenteeism

In 2019, the part-time headcount represented 2% of employees in France. The absenteeism rate is an aggregate of days of absence through sick leave and work or commuting accidents. In 2019 in France, it stood at 1.87%.

4.2.8 A BALANCED WORKPLACE

1/ Well-being

A cross-functional Quality of Life in the Workplace Committee has been formed, bringing together the Communications Department, the Operational Human Resources Department and the Career Development Department, on a monthly basis. Its aim is to implement practical measures, positively impacting the well-being of ALTEN employees in the workplace.

The ALTEN Group is committed to implementing concrete actions designed to promote the quality of life at work and well-being 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:

- in France and Spain, a new employee handbook is available: it contains useful information about the Group's organisation, its values and commitments as well as opportunities for career progression. This handbook facilitates the integration of each employee into the company by making a wide range of key information available which is crucial for successful orientation and faster on-boarding;
- an e-learning module on "well-being in the workplace" is available for employees, helping them to understand the psycho-social risks of stress and moral harassment;
- to promote the health and welfare of its employees, the ALTEN Group encourages and supports numerous *ad hoc* actions all over the world;
- in France, yoga classes are offered to employees at the registered office.

In 2019, ALTEN took part in the Post-Cancer Challenge. For eight days, all participants' physical activity was tracked by a special mobile app and then converted into a donation to the "Institut Raphaël". It offers patients programmes that enable them to rebalance their life after illness;

- **ALTEN Belgium:** relaxation areas with table football and PlayStation were set up for employees. Equipment has been replaced by ergonomic furniture at company premises. A well-being in the workplace questionnaire is sent to every employee on a yearly basis;
- **ALTEN Maroc** takes part in, and organises, a number of events throughout the year to promote well-being in the workplace. More than 200 employees participated in team building events in 2019. Other events organised by the entertainment community (talent evenings, kids' day, etc.) or even the CSR community (Pink October, Book drive, shared Ramadan meal, etc.) were held throughout the year;
- **ALTEN GmbH** offers employees the chance to take advantage of supplementary health insurance which pays a percentage of any costly additional payments or contributions payable for medicines, visual aids, natural remedies as well as dental treatments and dentures;
- **ALTEN MI-GSO** set up a company social network in 2019, to help build greater cohesion between employees. Team building events are held on a regular basis;
- **ALTEN Italia** has a portal on its internal network dedicated to partnerships in the areas of well-being and health. For instance, employees can benefit from reductions from companies partnering ALTEN (fitness centres, etc.).

Accessible by everyone on the intranet portal, a suggestion box encourages all employees in France to propose improvements in areas such as wellness, processes, tools, activities, or any other subject that is close to their heart. The Sustainable Development Team is responsible for analysing all ideas put forward and replying to all contributors. The Sustainable Development Team is responsible for analysing all ideas put forward and replying to all contributors.

In 2019, 36 ideas were submitted, focusing in particular on environmental protection and on improving quality of life in the workplace.

The Group also supports creating ALTEN sports teams:

In France, buoyed by its ALTEN Runners community with over 300 members, every year ALTEN teams take part in solidarity races organised in aid of charitable organisations (Soli'run, Corrida de Noël, etc.). These community runs are organised in aid of charitable organisations (Habitat & Humanisme, Mécénat Chirurgie Cardiaque, Laurette Fugain, etc.).

ALTEN joined forces with Dunes d'Espoir, a non-profit association, to take part in these races in 2019, enabling young disabled people to take part in the Solirun 10km and the Christmas Corrida aboard a "Joëlette", a type of single-wheeled wheelchair, pulled by the ALTEN runners.

International initiatives

- **ALTEN Maroc** takes part in obstacle courses and even football tournaments, organised by the sporting community.
- **ALTEN Belgium** sponsored a female consultant to take part in the 4L Trophy, the biggest student car rally, starting in Southern Europe and ending in Morocco.
- **ALTEN Spain** took part in the inter-company competitions "La Carrera de las empresas 2019", "La Olimpiadas de las empresas saludables" and "La Carrera de la Capacidades", the latter being organised in aid of disabled people. In 2019, ALTEN employees also took part in a walk dedicated to fighting cancer, as well as the eHealth Challenge, the first inter-company online solidarity Olympics, during which the energy generated by each company through its employees practising sports is measured. ALTEN Spain introduced a social network called "ALTEN B+Healthy" to encourage employees to form groups and teams for a variety of sports.
- **ALTEN Italia** saw the number of participants in sporting events increase in 2019. A total of six major sporting events were held throughout the year across all ALTEN sites. To organise all these events and mobilise more employees, ALTEN Italia appointed an employee as "Sports Ambassador".
- **ALTEN GmbH** employees ran in several races that attracted over 80 participants in Hamburg and Hanover, and sponsored a race in which 27 employees participated.

- **ALTEN Sweden** participated in the Våruset, an all-female run, and supported employees taking part in the “Viking race”. ALTEN Sverige created the ALTEN Pink Run in 2019 and invites employees to run and walk for a good cause. Donations are given to the cancer foundation on behalf of each participant.
- **ALTEN Italia**, an employee Sports Ambassador was appointed to support the development of sporting practices within the company. Employees’ participation in sporting events rose across the country, with employees taking part in six events nationwide.
- **ALTEN Netherlands**, participated in the largest grass volleyball tournament in Europe. This event, known as Hajraa, was organised by the Eindhoven University of Technology and attracted more than 4,500 participants. Teams run the Rotterdam, Eindhoven and Enschede marathons, and ALTEN sponsors the ROPA Run, a relay race between Rotterdam and Paris.

2/ Work/life balance

ALTEN’s eagerness to safeguard the work/life balance of its employees has led it to support their various passions and personal initiatives in the fields of sport, humanitarian action, the arts or culture through the internal sponsoring programme, “Our employees have talent”. ALTEN’s initiatives are described in Section 4.2.4.1 – “Ensuring employee satisfaction”.

The Group’s employees can also take part in projects designed to help increase the number of female engineers or become involved in skills sponsoring missions with ALTEN Solidaire together with partner foundations and associations. ALTEN Solidaire’s community initiatives are described in Section 4.3.6 – “Solidarity in the regions”.

On Yammer, the internal social network, a large number of internal technical (Data Sciences, Agile & Devops, Smart City & Mobility, Blockchain, etc.) or leisure (Gourmet, Sailing, Cinema, Culture Geek, etc.) communities promote meetings and discussions on a day-to-day basis.

4.3 ETHICS AND HUMAN RIGHTS

4.3.1 CHALLENGES AND PRIORITIES

The Group’s approach, based on the principles of integrity and transparency, are formulated around the following priorities:

- ethics and compliance;
- security of the IT systems;
- responsible purchasing;
- duty of care plan;
- solidarity in the regions.

4.3.2 ETHICS AND COMPLIANCE

The ALTEN Group built its growth on the basis of fundamental principles of integrity and transparency. Executives and employees of the ALTEN Group implement these principles in order to establish lasting relationships of trust with all of its stakeholders: employees, shareholders, public or private sector customers, suppliers, competitors and all other partners. As such, the ALTEN Group complies with:

- the 10 principles of the United Nations Global Compact;
- the United Nations Universal Declaration of Human Rights;
- the various conventions of the International Labour Organisation;
- the OECD Guidelines for Multinational Enterprises.

The Group’s commitment to conducting and developing its activities in strict compliance with national and international laws and regulations is set forth in three founding documents, distributed both internally and externally: the Ethics & Compliance Charter, the

Sustainable Development Charter and the Responsible Purchasing Charter. These documents are presented in the Duty of care plan described in Section 4.3.5.2 – “Tools to prevent serious harm”.

The Group’s Compliance Division is responsible for ensuring that these standards are respected wherever the Group operates and ensuring that compliance is firmly rooted in responsible and continual efforts. The Group’s Compliance Manager reports regularly to General Management on these subjects.

The Compliance Division coordinates and harmonises the measures taken by the ALTEN Group. It prepares Group policies and distributes them to all employees. It also puts in place all the pedagogical tools intended to disseminate a culture of compliance.

The Compliance Division relies on an internal network of ambassadors. These ambassadors are the communications channel between the Compliance Division and Group entities.

1/ Preventing corruption risks

The ALTEN Group has a “zero tolerance” policy as concerns corruption. It strives to disseminate this message to all of its stakeholders. Moreover, it is carried out with respect to the national and international standards to which it is subject regarding preventing acts of corruption⁽¹⁾.

In terms of corruption, and more generally compliance, the ambassadors’ network conveys the demands and the goals of the Group’s General Management as well as reporting back on any alerts received locally.

ALTEN has defined and carries out its anti-corruption policy in compliance with the eight pillars prescribed by the Sapin II Law⁽²⁾.

Code of conduct

The Group’s Ethics & Compliance Charter has for many years formalised the commitment of the ALTEN Group with respect to zero tolerance on corruption and conflicts of interest. This Charter is available on the Group’s website and retrievable by all stakeholders at the following address:

<https://www.alten.com/alten-group/responsibility-and-sustainability/>

These commitments were strengthened by an anti-corruption Code of Conduct that applies to all of the Group’s internal and external employees and Corporate Officers. It defines the main principles (corruption, conflicts of interest, etc.) and describes them so that everyone is able to adopt ethical behaviour in compliance with the Group’s policy.

The roll-out of the anti-corruption Code of Conduct in subsidiaries is accompanied by a communication and awareness program. In 2019, this programme was enhanced by the provision of the “Ethics & Compliance in a nutshell” guide, distributed to all Managers and Ethics & Compliance ambassadors. The Group also has a practical guide to conflicts of interest. It reminds employees of the Group’s policy and of the behaviour to adopt when faced with this risk.

The documents are available in several languages.

A whistleblowing system

In 2016, ALTEN equipped itself with the “MyALERT” system, available on the intranet and open to all employees.

In an ongoing improvement process, the ALTEN Group strengthened its whistleblowing system to meet the demands laid out by the Sapin II Law, the Duty of Care law and the General Data Protection Regulation (GDPR).

Risk mapping

Pursuant to current legislation, the ALTEN Group has drawn up a mapping to identify and prioritise corruption risks according to the specificities of the ALTEN Group (activities, geographic sectors, etc.).

In 2019, ALTEN repeated this exercise and updated its Group-wide anti-corruption risk mapping. It was then presented to General Management, as well as to the Board of Directors’ Audit Committee and the Statutory Auditors.

Identifying risks contributed to the implementation of a new action plan which was rolled out across different entities with the support of local management.

Procedures for evaluating third parties

The Group has implemented procedures for evaluating third parties. It has also equipped itself with the tools (databases, etc.) required to carry out these evaluations.

Systematic evaluation of third parties is carried out for merger-acquisition operations by relying on, as needed, the expertise of outside firms.

ALTEN has reviewed its contractual policy to systematically incorporate so-called “compliance” clauses in its relationships with customers, suppliers and partners. This may trigger, as needed, compliance audits.

Accounting control procedures

The Group’s accounting control procedures were adapted to take into account legal requirements in terms of preventing corruption.

Training

The Group devised a training program adapted to targeted populations and an awareness campaign intended for all employees.

When new employees are hired, they are made aware of the Group’s culture in terms of “zero tolerance” for corruption, in particular, through a welcome handbook that references the Group’s Ethics and Compliance Charter. The Group’s Anti-corruption Code of Conduct and its gifts and hospitality policy have also been incorporated into a welcome kit given to new arrivals.

Since 2019, a “Preventing corruption” e-learning module, available in several languages, has been rolled out and incorporated into mandatory training pathways for all employees, including new arrivals. This e-learning module reminds employees of the Group’s anti-corruption guidelines and is accompanied by a quiz which tests their knowledge. In addition to raising awareness generally among employees, ambassadors continued to be trained in ethics and compliance in 2019 in order to disseminate a business culture of compliance and thus prevent corruption.

A disciplinary system

The anti-corruption policy must be known and backed by all of the Group’s employees. Thus, to ensure strict compliance with the principles that appear in the Code of Conduct, ALTEN has paired them with disciplinary sanctions.

(1) *Federal Corrupt Practice Act in the United States, United Kingdom Bribery Act in the UK, law no. 2016-1691 of 9 December 2016, called “Sapin II”, in France, World Bank, OECD (Organisation for Economic Cooperation and Development), International Chamber of Commerce (ICC), Transparency International, etc.*

(2) *The law no. 2016-1691 of 9 December 2016 concerning transparency, the fight against corruption and modernisation of economic life, called the “Sapin II” law, introduced new obligations regarding businesses.*

An internal control and assessment mechanism

The internal control and assessment mechanism makes it possible to oversee the efficacy of measures, identify gaps and devise actions to prevent corruption. It is carried out based on a risk mapping of corruption, which is updated by the Compliance Division.

Gifts and hospitality take on specific importance in the context of ethical business relations and must be free from any conflict of interest. The Group has a policy on gifts and hospitality, which is available in several languages to ensure that it is rolled out effectively. It recalls the guiding principles, provisions for authorisation and provides employees with recommendations for confronting potentially risky situations.

2/ Protection of personal data

ALTEN ensures the protection of personal data in accordance with the current General Data Protection Regulation (GDPR). The Group Data Protection Officer (DPO), appointed by General Management, is responsible for processing personal data. The Data Protection Officer coordinates and rolls out initiatives to ensure compliance with the GDPR, via a network of data protection managers.

A Group policy was implemented in order to ensure uniformity of procedures and processes regarding protection of personal data within the Group. The Group DPO is involved with all issues relating to personal data processing. He has all the resources required to perform his duties and has access to processing operations. He does not receive any instruction in the performance of his duties from the company and reports direct to the company's highest level of Management.

3/ International sanctions

The Group's compliance policy also covers prevention of risks in terms of violation of international sanctions. This is referred to in the "Ethics & Compliance in a nutshell" guide, distributed to all Managers and Ethics & Compliance ambassadors. This document is available in several languages.

The evaluation process for third parties, which was implemented as part of anti-corruption measures, is also intended to prevent risks in terms of violation of international sanctions by the ALTEN Group.

4/ Fiscal transparency

In accordance with the Group's strategy, the fiscal policy of the ALTEN Group endeavours to maintain its reputation and image and to reduce the fiscal risks to which it is exposed in the exercise and development of its activities.

Fiscal practices within the Group adopt a responsible approach to taxation, according to a model of efficient tax management, with strict compliance with the rules and regulations in force everywhere in the world where the Group operates.

For this reason, the ALTEN Group's fiscal policy is formulated around three main principles:

- the prevalence of economic activity: implantation of the Group in a country is determined by the desire to develop the best offerings and best serve its customers in the country concerned;
- fair taxation of operations: the Group ensures rigorous application of national and international tax regulations in force and pays the taxes incumbent upon it in the countries where it operates;
- managing fiscal risks: the Group is committed to safeguarding fiscal expenses by means of reliable financial data, documentation of fiscal options and continuous improvement in identifying and managing fiscal risks within the Group.

In the context of the Group's commitments to exercise and develop its activities with stringent respect for national and international laws and regulations, the ALTEN Group implemented, in particular, a transfer price policy in accordance with OECD principles. The Group keeps an eye on fair distribution between countries of the Group's internal operating margins.

In accordance with its legal obligations, the ALTEN Group has performed "country by country reporting" since the 2017 financial year, declaring the distribution of profits, taxes and activities by tax jurisdiction.

Moreover, the Group does not have any legal entities in a territory registered on the list of Non-Cooperative States or regions as defined by French and international law.

4.3.3 SECURITY OF IT SYSTEMS

Information security and cybersecurity are strategic challenges that are a focus of concern for the Group. ALTEN has integrated into all of its processes an Information Security Management System (ISMS) recognized by ISO 27001 certification.

Customer satisfaction and risk control are essential 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. The first step was to hire an Information System Security Officer. Led by management, an ISS governance structure was put in place. This committee, made up of the members of the Executive Committee, the Information Systems Department, the Information Systems Security Officer and the Quality and Performance Manager, meets every six months to ensure that objectives are met, to carry out an ISS risk analysis and to develop an action plan.

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 for this information security. Covering the entire company, the project aims at:

- ensuring service continuity;
- managing risks;
- guaranteeing control of intellectual capital;

- preserving the trust of stakeholders by defending the confidentiality of information;
- building this approach into the Company's management system, ensuring that the entire headcount assumes ownership of it.

In the context of this dynamic, ALTEN Spain has been certified ISO 27001 since 2013. ALTEN France and ALTEN India followed this approach in 2016, as well as ALTEN GmbH, APTECH and HUBSAN in 2017. This certification was awarded as a result of a strategy and work started several years ago.

In addition to ensuring compliance with ISO 27001 requirements, the ALTEN Group in France developed an e-learning training course on Information System security, which is accessible and 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.

As in 2019, 2020 will focus on information security with projects designed to ensure compliance with requirements, extend the scope of ISO 27001 certification and combat cyber-attacks on a growing number of companies.

4.3.4 MAINTAINING LASTING RELATIONSHIPS WITH SUPPLIERS AND SUBCONTRACTORS

1/ Strengthening and standardising purchasing practices across the Group

2019-2022 purchasing policy and programme

ALTEN's purchasing policy is driven by the Group's Purchasing Department. It is based on these five areas of work:

1. the business line axis, aimed at sharing and supporting internal stakeholders in the formalisation, application and monitoring of processes and good purchasing practices;
2. the economic axis, to ensure the company's purchasing performance;
3. the quality and performance axis which measures and manages the performance of suppliers, partners and subcontractors;
4. the business relationships axis, focusing on the integrity and sustainability of supplier relationships while promoting innovation and competitive bidding;
5. the risk axis, relating to managing risks regardless of their nature: financial, societal, information security, confidentiality, CSR, legal, reputational, regulatory and certification.

The Purchasing Department oversees deployment of the 2019-2022 purchasing programme in synergy with other company departments. This programme is aimed at continuing to ensure:

- the definition of a specific oversight strategy for priority issues;

- continuous improvement of the purchasing function at the Group level.

In 2019, the first Supplier Committee meeting was held, bringing together 17 suppliers with the aim of raising their awareness of this approach and helping them to expand their knowledge of this subject.

In 2018 and in 2019, several structural projects were conducted to:

- support the transformation and performance of the IT Department or the department in charge of employee travel, for example;
- share procurement rules and procedures within the Group.

Support for international subsidiaries

To support international entities in their purchasing efforts, the ALTEN Group's Purchasing Department has made a service catalogue available to its subsidiaries, regrouping the following themes:

- the deployment of Group-wide master contracts;
- sharing of the French processes and documentary framework;
- the provision of economic and non-economic reporting tools;
- establishment of a Group-wide purchasing community;
- support in certification procedures.

2/ Responsible purchasing

ALTEN's responsible purchasing scheme is deployed throughout France.

Founding principles

The responsible purchasing scheme draws on the "Responsible Purchasing Charter", which sets out all of the Group's commitments and obligations with respect to suppliers. It builds on the founding principles of the United Nations Global Compact, the United Nations Universal Declaration of Human Rights, the core conventions of the International Labour Organization and the OECD Guidelines for Multinational Enterprises.

The Purchasing Department systematically incorporates the responsible purchasing charter into its consultation documents during calls for tenders and into contracts. It thus ensures the commitment of its suppliers to respect the principles and convey them to their own suppliers.

Mapping of supplier CSR risks

The Purchasing Department prepares a risk map, which it also updates, of risks related to Human Rights, health and safety, the environment and corruption related to suppliers' business sectors. A level of CSR risks is thus assigned to each supplier as a function of the category to which it is related.

4.3.5 DUTY OF CARE PLAN

ALTEN promotes personal safety, sustainable development, respect for human rights, individual freedoms and ethics. By signing the Global Compact in 2010, ALTEN formalised its commitment in favour of Human Rights and respect for the environment.

This commitment is articulated operationally with all employees and is put into practice *via* the Group's CSR and ethics and compliance strategies.

1/ Risk mapping

Risk mapping is conducted by the Quality and Performance Department, the Legal Department and the Purchasing Department. Initially, ALTEN carried out work on risk identification, followed by a risk assessment undertaking for the three types of risks:

- risks related to the Group's business activities;
- risks related to the business sector of suppliers and subcontractors;
- risks related to the countries in which ALTEN engages in business activity.

ALTEN relies on its own benchmarks and external indices to quantify the level of risk.

CSR assessment of suppliers and the duty of care

The CSR performance of new suppliers is assessed during the call for tenders. Some CSR issues specific to the supplier's business sector may also be discussed during annual reviews with suppliers.

In France, since 2018, suppliers associated with a high level of CSR risk as a result of CSR risk analysis, must demonstrate the level of control that they have over their business-related challenges and their value chain by responding to a CSR questionnaire.

Responses to this questionnaire will result in formal, and subsequently monitored, action plans, or in physical audits in the event that the documentation presented by the supplier is unsatisfactory.

ALTEN works with suppliers whose performance is rated as weak or average. An action plan will be formalised and may result in physical audits in the event that documentation presented by the supplier is unsatisfactory. Collaboration with suppliers may be called into question if the action plan is not implemented.

Suppliers that receive an evaluation deemed satisfactory will be encouraged to retain this level as part of the continuous improvement in CSR, or to evaluate their performance by means of certification and audits conducted by independent third parties. ALTEN will favour business relationships with suppliers rated satisfactory.

- For its own business activity, ALTEN carries out regular environmental impact assessments. Each environmental risk related to ALTEN's activity is assessed by means of a rating method that takes into account the frequency, the severity of the impact, the demands of stakeholders and control:
 - the frequency is determined as a function of the occurrence of signs of the impact,
 - the severity indicates the level of impact on the host environment,
 - the demands of stakeholders are determined based on requests received from interested stakeholders on the site (communities, media associations, residents, government bodies, etc.) concerning an environmental aspect or impact,
 - control of the risk is determined based on actions implemented to reduce impact and their effectiveness. This criterion also takes into account the level of ALTEN's regulatory compliance.

ALTEN also performs a social risk analysis by means of assessing professional risks (including psycho-social risks). For each of these risks, the initial risk is cross-referenced with accident data and the degree of control. The residual risk calculated in this way is then ranked (intolerable risk, substantial risk, average risk or controlled residual).

Finally, the ALTEN Group developed a mapping in order to identify and rank the risks with regard to corruption described in Section 4.3.2.1 – “Preventing corruption risks”:

- for supplier and subcontractor activities, the Purchasing Department mapped the risks related to Human Rights, health and safety, the environment and corruption related to the supplier’s business sector. Suppliers are given the level of criticality of the services they perform;
- finally, ALTEN assesses the social and environmental risks of countries in which various entities of the Group are located, with the help of external indices concerning the level of corruption and respect for political and civil rights. For the environmental aspect, ALTEN’s activity being the provision of intellectual services in all countries, the environmental risk related to the country is considered low for all its activities.

2/ Tools to prevent serious harm

The ALTEN Group possesses several charters, which govern its business activity, employee activity and that of its suppliers and subcontractors.

Ethics and Compliance Charter

The “Ethics and Compliance Charter” formalises the Group’s commitment to exercising and developing its activities in the strictest compliance with national and international laws and regulations, particularly as regards the fight against corruption.

It applies to all employees in all countries where the Group operates.

It reiterates the commitments backed by:

- the 10 principles of the United Nations Global Compact;
- the United Nations Universal Declaration of Human Rights;
- the various conventions of the International Labour Organisation (ILO);
- the OECD Guidelines for Multinational Enterprises.

The requirements of the Charter are as follows:

- respect the Group;
- honour business relationships;
- prevent corruption;
- carry forward the requirements to suppliers and subcontractors;
- control exports;
- prohibit insider trading;
- prevent conflicts of interest;
- protect data and assets;
- prohibit agreements or understandings with competitors;
- respect the environment.

Sustainable Development Charter

Through this charter, the ALTEN Group is committed to promoting a corporate social responsibility approach within all its companies.

The requirements of the charter are as follows:

- act with integrity and ensure compliance with applicable laws and regulations;
- encourage development of skills, social advancement of its employees, diversity and equal opportunities by fighting discrimination;
- guarantee working conditions that respect Fundamental Rights and ensure the safety, health and well-being at work of its employees;
- protect the environment by sustainably reducing the impact of its activities on natural resources and biodiversity and promote “eco-friendly actions” by its employees;
- support customers in the development of solutions favourable to the environment;
- encourage employees to actively participate in responsible innovation;
- bring together its partners – customers, subcontractors and suppliers – around its values and encourage them to contribute to its commitments regarding sustainable development;
- support solidarity programmes related to the Group’s values;
- work for the development of engineering and promotion of scientific and technical careers;
- base corporate governance on rigorous management and responsible communication.

The Responsible Purchasing Charter

This Charter is an integral part of purchasing contracts. It applies to all the suppliers of the ALTEN Group and is comprised of 10 points concerning Human Rights, ethics and the environment:

- respect Human Rights;
- prohibit forced or compulsory labour;
- prohibit child labour;
- fight against all forms of discrimination;
- fight against corruption;
- health & safety;
- compensation;
- respect for freedom of association and recognition of the right to collective bargaining;
- prohibition of all forms of discrimination, harassment and violence;
- respect for the environment.

By signing the Charter, the ALTEN Group’s suppliers are committed to implementing the necessary means to ensure respect for the principles laid down in the Charter.

The Charter requires, by cascade effect, that ALTEN Group suppliers convey these provisions to their own suppliers, including in countries that are not signatories to the conventions of the ILO and in which they may be required to work.

The Anti-Corruption Code of Conduct

This code is described in Section 4.3.2.1 – “Preventing corruption risks”.

3/ Controlling the risk in the Group's activities and those of its subsidiaries

ALTEN carries out policies and procedures aimed at ensuring respect of its charters and preventing any violations, particularly in terms of human rights, fundamental freedoms, personal health and safety, as well as the environment in the course of its activities.

These procedures rely upon social dialogue, promotion of diversity and the FORCES policy.

Social dialogue

ALTEN pursues a policy of dialogue with its social partners which is described in Section 4.2.4.2 – "Social dialogue".

Promoting diversity

ALTEN is committed to the fight against discrimination and respect for diversity, and has embedded these principles in its Sustainable Development Charter. Diversity is a central tenet of the Group's Human Resources policy which is described in Section 4.2.6 – "Promoting diversity". The Group's principal actions address:

- gender equality in the company by promoting loyalty in and valuing the ALTEN Group's female engineers;
- the fight against all forms of discrimination, and in particular the subject of disabilities, with the goal of providing pragmatic answers to the problems of hiring, retaining and raising employee awareness;
- supporting younger and older employees.

QHSE Policy: FORCES

Every year, the General Management of the ALTEN Group reiterates its commitment to maintaining a reliable Management System, oriented toward satisfying all stakeholders. The ALTEN Group's QHSE-Sustainable Development policy is developed according to six axes:

- federating, or uniting, all employees, professions and process pilots;
- optimising the company's processes to target efficiency;
- respecting the demands of stakeholders;
- capitalising on each process and in all subsidiaries;
- ensuring ALTEN's commitment to an approach of quality and performance;
- securing our activities through certification efforts.

The FORCES policy is given to all new employees in France in the welcome handbook and is posted in facilities.

To implement this policy the Group's General Management launched a Performance initiative based on Continuous Improvement. ALTEN's integrated QHSE management system ensures control of environmental impacts, customer satisfaction and employee safety. It complies with the guidelines:

- ISO 9001;

- ISO 14001;
- EN 9100;
- CMMI;
- MASE;
- CEFRI;
- ISO 27001.

The Group's actions in terms of security are described in Sections 4.2.7 – "Health and safety in the workplace", 4.4 – "Reducing the Group's environmental footprint" and 4.3.3 – "Security of IT systems".

Measures to fight corruption

The Group's actions to prevent and fight against corruption are detailed in Section 4.3.2 – "Ethics and compliance".

4/ Assessment and control of risk with suppliers and service providers

The Purchasing Department ensures compliance with the "Responsible Purchasing Charter" within its supplier panel by systematically integrating it into specifications during calls for tenders, as well as into contracts.

ALTEN sends a CSR performance questionnaire to suppliers deemed priority following a CSR risk analysis of the sector. Suppliers' CSR performance is assessed by means of this questionnaire. The Purchasing Department may launch a physical audit in the event that the documentation presented by the supplier is unsatisfactory. The initiative is described in Section 4.3.4.2 – "Responsible purchasing".

5/ Report on the Duty of Care Plan and its implementation

The Duty of Care Plan has been rolled out and implemented in France.

In France, 2,000 employees attended talks on this subject and the objective for 2020 is to maintain, or even exceed, this number.

In 2019, new entities were incorporated into the Group's CSR scope for better visibility of CSR results from various subsidiaries and to monitor CSR progress.

The plan's results concerning suppliers and subcontractors is detailed in Section 4.3.4.2 – "Responsible purchasing".

6/ Alert procedure

Employees may use an alert system *via* an alert form available on the intranet in the event of non-compliance with this Plan's principles. The Group is committed to ensuring that no employee suffers negative consequences from the use of this system.

In 2019, 17 alerts were received *via* the existing system and none were judged relevant under the Duty of Care Plan.

For further information, refer to Section 4.3.2 – "Ethics and compliance".

4.3.6 SOLIDARITY IN THE REGIONS

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

ALTEN Solidaire supports foundations and associations recognised in general interest which have a social, medical or environmental impact. Since 2017, 206 donations have been made in the form of services, amounting to 9,000 days worked over three years, in one of 27 partner structures. Missions essentially address IT, operational and functional topics. All skills are, however, welcome for any future projects that partners may wish to entrust to ALTEN. For engineers who are ready and willing to get involved, ALTEN offers, on an ad hoc basis, to support and coach young people who are being sponsored by partner non-profit associations' programmes. Engineers wishing to get involved on a personal level in grass-roots actions can also contact ALTEN Solidaire.

Several major initiatives have been launched since ALTEN Solidaire was formed, including:

- in 2019, the nationwide foodbank collection which collected 180kg of foodstuffs at the Boulogne-Billancourt sites;
- the "Family Box" jackpot campaign, conducted with the "Tout le monde contre le cancer" (United Against Cancer) association, was a great success, with donations exceeding all expectations. ALTEN employees were subsequently invited to take part in the assembly of these healthcare boxes intended for those supporting cancer patients;
- the 2019 Pink October campaign facilitated the production of 3,400 ribbons, converted into financial donations to the non-profit association, across all ALTEN Group branches in France;
- the purchase, by the ALTEN Group, of 20 bibs for the Gustave Roussy Foundation, as part of the fight against child cancer for the Tower Run event;
- the implementation of key projects such as the "Mon Stage de 3^e" project, a platform for young high school students to find an internship via a partnership with the Boulogne-Billancourt Youth Information Service;
- since 2017, the collection of toys for the Red Cross in Boulogne;
- in 2019, 200 Christmas presents were funded for children aged between 0 and 12 for CEKEDUBONHEUR;
- 6 teams from Boulogne took up the 4L Trophy sporting challenge and were charged with providing children with school supplies, donated by the ALTEN Group as part of their adventure;
- the collection of sleeping bags for the Salvation Army in Toulouse;
- participation in the "Hackathon Solidaire", organised by Big-Bloom and supported by FRENCH IMPACT, acting as a technology partner, to set up an application for the Unis-Cité association.

At the same time, since 2013, ALTEN has developed IT partnerships with groups in the world of education and vocational integration: ALTEN is refurbishing PCs that it no longer needs in-house and equipping them with job search apps, CV-writing apps or job interview preparation apps. These tools were also developed in-house.

Once made available to associations, this equipment will allow them, for example, to offer computer training to beneficiaries or access to computer rooms to search for jobs.

Since 2013, more than 5,600 computers have been donated to some 40 organisations.

International initiatives

- **MIGSO** organised ad hoc collections in 2019 (e.g.: winter clothes, food, the "Un maillot pour la vie" evening event, etc.). In addition, nearly 200 employees took part in charity runs (for medical research, the fight against cancer, the environment, etc.).
- **ALTEN GmbH** donated €6,000 to NGOs thanks to its "Regional ALTEN" programme, where the beneficiary charities were suggested by ALTEN employees.
- **ALTEN Technology GmbH** collected donations to support a children's hospital, "The Sternenbrücke". This hospital is a point of contact for seriously ill children, young people and their families and provides psychological, and physical, support. ALTEN Technology GmbH organises and invites employees to donate equipment matching the needs or desires of the children and young people. During the Hamburg Commercial Bank Run, 33 members of ALTEN teams ran 4.7km for the "Les enfants aident les enfants" initiative.
- **AIXAL** took part in the "Course des Héros" in June, in partnership with the Petit Cœur de Beurre and Laurette Fugain associations and, in October, took part in the Odyssea charity run in aid of breast cancer research. Donations were also made to these associations. A partnership was agreed with "Restos Du Cœur" for the collection of food donations and money to buy sterile toys for hospitalised infants.
- **ALTEN LTD** awarded a prize to two of its employees in 2019, for their beach-cleaning project in Morocco. Sponsorship was set up for Cancer Research UK, a charity selected by head office employees. In 2019, a total of four fundraising events were held, several hundred books were collected and an advert was released to raise awareness of the charity.
- **ALTEN Italia** organises blood donation days twice a year.
- **ALTEN Finland** works to offer gifts to children in need every Christmas.

4.4 REDUCING THE GROUP'S ENVIRONMENTAL FOOTPRINT

4.4.1 ENVIRONMENTAL CHALLENGES

The Group encourages all of its entities worldwide to employ a proactive environmental approach, using a recognised standard or baseline.

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, control of the carbon footprint and the sustainable utilisation of natural resources. The General Resources Department is committed to implementing these policies in operational terms on all sites.

Taking into account the tertiary nature of ALTEN's Engineering and Technology Consulting activities, the Group has limited impact on

the environment. Its environmental approach is built around the following priorities:

- raising awareness of employees about eco-friendly behaviours;
- reducing its greenhouse gas emissions;
- using natural resources in a reasonable manner and reducing waste.

Recognising that its activities and the sectors in which the Group operates confer upon it an indirect environmental responsibility with its customers, ALTEN is committed to developing innovative and sustainable solutions, which are discussed in Section 4.4.3.7 "Sustainable innovation".

4.4.2 THE GROUP'S ORGANISATION FOR ENVIRONMENTAL MANAGEMENT

The Group's environmental management system relies upon an environmental risk analysis and a continuous improvement approach.

In France and internationally, several entities have launched pro-active efforts to certify their environmental management system

(EMS). In 2019, 80% of the Group's workforce was covered by an EMS, some of which were entities that have become ISO 14001-certified over the last few years, such as **ALTEN Spain**, **ALTEN GmbH** in Germany, **ALTEN Sverige** and **ALTEN SA**, **ALTEN SO** and **ALTEN SIR** in France.

4.4.3 RAISING THE AWARENESS OF EMPLOYEES

To involve all employees, ALTEN shares sustainable development highlights through communication campaigns. In France, awareness campaigns, activities and trainings, in particular those developed as part of the ISO 14001 certification process, are organised regularly to promote eco-friendly gestures and facilitate their adoption. A "Life Charter" posted in all common areas and meeting rooms, along with a dedicated e-learning module, reminds people of best daily practices when it comes to respecting others and the environment.

Several initiatives were also deployed in countries:

- **ALTEN Technology GmbH** raises its employees' awareness via an e-learning module on the Company's environmental management system which is mandatory for all employees. They are also reminded about recommendations and eco-friendly behaviour on dedicated postings or the intranet. In 2019, a suggestion box was introduced to enable employees to help improve the environmental management system;

- **ALTEN India** is developing an onboarding pathway for new hires which includes a compulsory awareness-raising session on the environment and the 3R policy (Reduce, Recycle, Re-use). Awareness-raising via posters is also carried out for food waste and paper sorting. ALTEN India takes part in the Earth Hour event by turning off all lights to raise awareness about energy saving;
- **ALTEN Maroc** encourages its employees to share information on environmental best practices as part of the "Super CSR" programme. Posters were put up everywhere to raise employees' awareness of best practices with regard to safety, the use of communal areas and energy consumption, etc.;
- **ALTEN Italia** is raising its employees' awareness via posters on best practices and eco-friendly behaviour. In 2019, water bottles were distributed to employees during their annual appraisals to reduce the use of plastic.

4.4.4 REDUCING GREENHOUSE GAS EMISSIONS

1/ Committing to the Climate Charter for Engineers

Since 24 October 2019, ALTEN has been a signatory of the Syntec-Ingénierie's Climate Charter for Engineers. In 2020, the Group will take part in Syntec's Charter monitoring committee and will be involved in 3 areas:

- the elimination of plastic cups and bottles (solutions set up in 2019 are described in Section 4.4.4.2 "Reducing and sorting waste");
- maintaining its A- rating for the CDP (Carbon Disclosure Project);
- reducing the consumption of CO₂ produced by commuting and company vehicle-related travel.

A roadmap for 2025 was prepared to monitor and achieve the targets set in the 2019 CDP. Between 2020 and 2025, ALTEN will focus on these areas:

- supporting the transition to electric vehicles;
- installing charging stations at ALTEN sites;
- achieving 75% renewable energy in France;
- assessing the carbon emissions of suppliers and service providers;
- offsetting its carbon emissions;

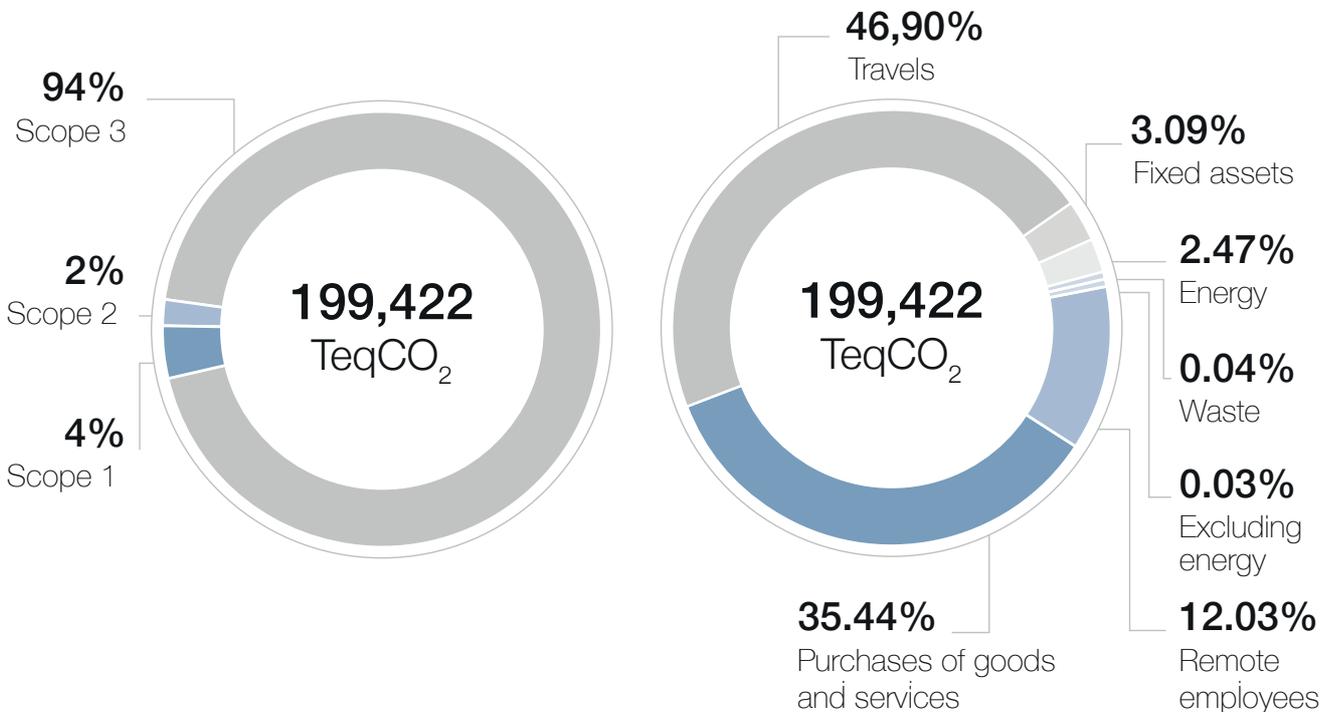
- challenging and raising the awareness of international subsidiaries with regard to their carbon trajectory;
- validation of the Group's climate targets by the SBTi.

2/ Breakdown of greenhouse gas emissions

In 2019, ALTEN completed a Bilan Carbone® (carbon footprint assessment) of its activities for all of its entities in France. The Group's commitment goes beyond the regulatory requirements to which it is bound by including international entities in the carbon footprint (Bilan Carbone®) assessment and by measuring emissions related to three greenhouse gas emission scopes 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 fixed assets.

Group emissions by scope and emission types (TeqCO₂)



In 2019, within the CSR scope, the Group's main Scope 1 and 2 CO₂ emissions related to travel (46.9%), the purchase of goods and services (35.44%) and remote workers (12.03%).

Electricity and natural gas are the two main energy sources used by ALTEN sites.

In 2019, energy consumption at ALTEN sites within the CSR scope ⁽¹⁾ amounted to 13,943 MWh, or an average of 99 kWh per m².

	Gross consumption 2019	Consumption per m ² - 2019
France (Baux SA)	6,134 MWh	94 kWh / m ²
International	7,809 MWh	103 kWh / m ²
TOTAL	13,943 MWH	99 KWH / M²

Energy consumption for data centres used by ALTEN SA in France in 2019 amounted to 397 MWh, equal to 6.5% of the consumption of buildings in France, illustrating the need for a Group action plan focused on:

- the search for energy efficiency in buildings;
- reduction of energy consumption;
- improvement in vehicle fleet performance and travel policy;
- encouraging alternatives to travel;
- reduction in paper consumption through dematerialization.

ALTEN's approach to combating climate change received an A-rating by the CDP for the second year running, thus rewarding the Group's efforts to reduce greenhouse gas emissions.

3/ Promoting renewable energy solutions

ALTEN promotes renewable energy solutions. In 2019 in France, the Group renewed its supply of 100% renewable-sourced electricity for the next three years, for all of its sites where the contracted power exceeds 36kVA. Accordingly, 64% of energy consumed in France comes from renewable sources.

On an international level, subsidiaries also use renewable energies:

- **ALTEN GmbH** is rolling out the use of electricity from renewable sources at its main sites in Germany;
- **ALTEN Finland:** 68% of its total energy consumption is renewable energy;
- **ALTEN Spain:** almost one quarter of its total energy consumption is renewable energy;
- **ALTEN Portugal** gets 57% of its electricity from renewable sources;
- **ALTEN India:** 18% of its energy consumption is renewable energy, primarily from wind farms.

4/ Encouraging energy efficiency in buildings

In France, the Group's real estate strategy is based on setting up regional areas of activities and on modernising its real estate holdings. The Group works with developers, architects and builders, from the design stage, allowing it to guarantee an environmental approach to buildings. The five buildings recently integrated into the real estate portfolio feature BREEM Very Good certifications, or regional labels such as the BBCA Label (Low Carbon Building), BDM Label (Sustainable Mediterranean Buildings), RT 2012 – 10%, Ready to OSOZ, E+/C- labelling and BBC-Effinergie 2017.

The decision to use buildings that are energy efficient and environmentally-friendly is made in a large number of countries where the ALTEN Group operates. In 2019, almost half of its buildings were certified to BBC (Low-Consumption Building) and/or HQE (High Environmental Quality) in France, 34% compared to 18% in 2018.

By the end of 2019, most employees in Boulougne-Billancourt had moved to a new site in the same geographical area. The 12,000m² site has been entirely refurbished, with re-designed workspaces and better services. The building was designed according to the BREEM Very Good environmental certification.

In Sweden, the Stockholm site obtained "Gold" LEED (Leadership in Energy and Environmental Design) certification. This rating system for high environmental quality buildings is based on the following assessment criteria: energy efficiency, water consumption efficiency, heating efficiency, utilisation of local building materials and re-use of their surplus.

The **ALTEN GmbH** site in Ulm was designed so that the building's energy needs represent only about half (around 55%) of those of a similar new structure. The heating system is powered by photovoltaic panels and a heat pump. This new structure also uses a passive heating system, with heat generated by equipment and people on site, in addition to solar energy. On the Nuremberg site, the heat supply for offices comes from a biomass cogeneration plant supplied by wood from a local forest.

In England, an ESOS analysis of energy and fleet consumption was conducted to enable consumption to be optimised.

5/ Minimising the impact of IT installations

In France, ALTEN secures its infrastructures by implanting two physically separate data centres, making it possible to ensure maximum availability of its services. **For the last 10 years, ALTEN has outsourced its servers to a recognised host provider, being very keen to make energy savings, including on a grand scale.** In the future, ALTEN hopes to extend this policy across the Group's sites, by reducing the volume of active hardware.

ALTEN can now consume computing power on demand, to suit its needs at any given moment. Resources are pooled, streamlined and optimised to reduce the number of physical servers, thus reducing ALTEN's environmental footprint whilst guaranteeing high-security systems that are available 24/7.

(1) Excluding Switzerland, Qatar, China, the USA and data centres.

In the Netherlands, ALTEN's servers are hosted in ecological data centres using liquid and natural convection technology for the cooling systems. This system allows to reduce the energy footprint by 50%.

In order to limit the quantity of data stored on the networks, ALTEN makes digital tools available to employees, such as Skype for Business, One Drive, One Note and Sharepoint. To promote their use, a guide and on-line training modules are available to employees. Simultaneously, the energy consumption of non-productive systems was examined and optimised.

Faced with the increase in stored data, ALTEN hopes to lead a project to optimise archiving by 2021.

Lastly, ALTEN is now moving towards energy-saving IT equipment. In France, all computers and screens are Energy Star-certified.

6/ Favouring sustainable mobility

Emissions reported in 2019 show that travel represented more than 80% of greenhouse gas emissions calculated by ALTEN for Scope 3. ALTEN is particularly watchful in this respect and proposes innovative alternatives to company teams.

ALTEN analysed commutes under Mobility Plans for more than 10 sites in France. Mobility studies, as well as a survey of over 3,000 employees, made it possible to draw up an action plan to reduce the impact of means of transport on the environment. In 2019, ALTEN focused its actions on:

- raising awareness, via challenges and events, in particular, during European Mobility Week. More than 350 employees were educated in soft mobility and road safety this year. An internal network community was created to discuss mobility issues and information about clean vehicles will be provided on the intranet;
- car sharing, using communications on existing solutions to set up a community of employee car sharers;
- communications regarding best practices during pollution peaks;
- the re-design of the "Eco-gestes" e-learning module made it possible to raise awareness amongst a larger population in 2019;
- introduction of an internal warning system for peak pollution days on MyALTEN.

The implementation of this action plan and its effectiveness will be monitored by a multidisciplinary steering committee in 2020.

For the last 9 years, ALTEN has urged employees to use the solution introduced to make audio and web conferences possible from each computer in a secure and interactive fashion. This application avoids employees having to travel to meetings with interlocutors located far away. This solution has now been deployed for employees in the following eight countries: France, Belgium, Germany, Italy, Sweden, Spain, Romania and India.

Business travel by Group employees in France is guided by a travel policy, which is also designed to be more responsible. This document reminds employees that preference should be given to alternatives to travel, such as conference calls and videoconferencing. It sets out very precise rules for transport and lays down the conditions under which business travel may be carried out: rail travel is mandatory for any journey of under two and a half hours; domestic and medium-haul flights in economy class; preference is given to "green" taxis, etc.

Since 2019, ALTEN has tightened its "Car Plan" requirements governing the characteristics of company cars that make up the Group's vehicle fleet. Diesel engines were banned from the catalogue of company vehicles. 75% of the vehicles listed in the catalogue are hybrid or electric vehicles, referred to as "low-emission" (< 60g CO₂/km).

ALTEN already has six electric vehicles in service. In 2020, ALTEN will launch a vast plan to install and oversee electrical recharging stations at its sites in France in order to encourage migration to "Zero Emission Engine" vehicles. Simultaneously, ALTEN hopes to identify locations conducive to introducing electric car-sharing vehicles, in order to reduce the Group's CO₂ emissions even further.

In France, all ALTEN employees have access to an e-learning module on the fundamentals of eco-friendly 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.

International initiatives

- **ALTEN LTD** introduced assistance to purchase a bike and encourages employees to exercise while biking to work. The entity does not possess a fleet of vehicles, preferring rail travel so as to limit CO₂ emissions.
- **ALTEN Italy** developed a partnership with transport companies to promote the use of public transit by employees;
- **ALTEN Netherlands and ALTEN Finland** provide recharging stations for electric cars alongside all ALTEN buildings.
- **ALTEN Belgium** offers electric and hybrid vehicles in the catalogue of company cars. A mobility allowance may be offered as a substitute for a company car, and a financial incentive aimed at promoting use of electric bikes was established.
- **ALTEN GmbH** proposes car sharing, particularly via the "Car2Go" app. This platform offers electric vehicles. ALTEN GmbH regularly promotes awareness among employees of healthier lifestyles by encouraging, for example, using a bike instead of a car for daily trips. Since 2016, ALTEN GmbH has been associated with the "With bicycle to work" campaign organised by an insurance company. Prizes are planned to encourage employees who bike to work on at least 20 working days.

7/ Sustainable innovation

Adapting the sustainable development approach to more environmentally friendly technological solutions is a research and innovation accelerator. The main theme of the projects in which ALTEN is currently involved is the de-carbonisation of means of transport.

Energy efficiency in transport

Reducing the consumption of thermal engines is an issue that can be dealt with from different perspectives:

- powertrain emission control is at the heart of the technical, strategic and regulatory challenges facing automotive manufacturers. ALTEN plays an active role in these issues, particularly in the study of interactions between various existing emission control systems. To do so, different issues are addressed, using both digital simulations and physical testing on a test bench or on the road. The work has mainly focused on the impact of the injection of NH₃ to prove that excess fuel injection, even if relevant in terms of reducing NO_x, may end up leading to excess emissions of NH₃;
- in addition to powertrains, work to reduce pollution also involves research into the transition from diesel to petrol. ALTEN is working directly on behalf of a major automotive manufacturer on the development of a partially modified diesel engine platform that can run on petrol whilst still obtaining performances that are at least on a par with diesel engines.

Electrification of transport:

Reducing CO₂ emissions into the atmosphere is one of the main challenges of our time. For several years now, the electrification of transport has been a reality in a number of industries, from the automotive sector to aeronautics.

The electrification of aircraft wheels to ensure more ecological taxiing has been the focus of significant developments. ALTEN teams have lent their expertise on this issue in two main areas:

- in the first instance, by defining a compromise between the different hardware and software components of the electricity chain, with significant results on complete system performance expectations;
- in the second instance, to mitigate thermal issues arising on circuit boards during engine operation. The study focused on developing new circuit board architectures. Connection methods were, in particular, analysed.

The solution to aircraft electrification not only lies in propulsion systems but also in the replacement of hydraulic systems, helping to lighten the weight of the aircraft. ALTEN has a direct role to play in the development and design of prototypes and in validating the behaviour of new and innovative modular electrical power control and distribution systems.

4.4.5 USING NATURAL RESOURCES IN A REASONABLE MANNER AND REDUCING THE GROUP'S WASTE

1/ Reducing paper consumption

ALTEN uses paper essentially for purposes of office work and communication. In 2019, the Group's internal consumption came to 54 metric tonnes, i.e. an average of 5 kg per employee:

- ALTEN encourages paper-free exchanges. In 2019, in France, 94.73% of employees received their pay slips in a digital safe, compared to 93% at the end of 2018. The project to dematerialise invoices continues to roll out with the goal of increasing the number of customers using the solution in 2020. Almost 19,500 invoices are processed electronically every year. ALTEN expects to continue its programme of dematerialisation in 2020 in order to digitalise processes requiring large numbers of copies;
- MyTrip, a new service offered by the Travel & Mobility team since December 2019, should make it possible to electronically process 15,000 travel requests a year from employees at Anotech Energy entities (SAS, Global Solutions, Singapore, Doha and Belgium);
- MI-GSO adopted a policy of zero paper, which relies on dematerialised solutions such as digitalisation of documents and electronic signatures. Training employees in good practices and digital tools is also used to make the effort more widespread.

In France, ALTEN continued simplification of its printer inventory, by eliminating individual printers: 19.7% of printers were eliminated from the inventory in 2019.

Printers are all linked to a system of printing using personal tags, which should eliminate meaningless, mistaken or neglected printing. They are configured by default in black and white and double-sided printing and help raise employee awareness via communication of environmental indicators (CO₂, water, energy) related to the environmental impact of each printed copy. In summary, in France, paper consumption per employee decreased by 28% compared to 2018.

ALTEN is not only looking to consume less, but also to consume better. With regard to purchasing, the Group prioritises recycled and/or ecolabel paper. Thus, all paper used in France in 2019 was recycled and/or certified.

International initiatives

At **ALTEN GmbH** in Germany, **ALTEN Netherlands**, **ALTEN Portugal** and **ALTEN Finland**, this rate also reached 100%. In addition, the majority of paper communications use recycled paper with a high environmental certification, whilst printers are selected, wherever possible, for their ability to reduce the environmental impacts associated with their activities.

2/ Reducing and sorting waste

Under the "OBJECTIF ZERO GOBELET", no more bottles/cups will be dispensed by coffee machines and water fountains from 1 January 2020, nationwide.

In December 2019, all employees already in post in France were supplied with ALTEN mugs and ecocups.

Various powerful initiatives were implemented:

- campaign to distribute 4,000 mugs in December 2019;
- campaign to distribute 4,000 Ecocups in December 2019;
- coffee machines with cup sensors;
- no orders for plastic bottles/cups;
- for visitors: introduction of ecocups made from recycled paper from January 2020;
- for new employees, the use of mugs and ecocups is addressed by Human Resources in the Welcome Pack.

4.4.6 BIODIVERSITY

In the context of the Group's responsible purchasing efforts, special attention is paid to the environmental certification of office supplies and equipment in order to limit their impact on biodiversity.

In France, FSC, PEFC or NF Environnement certification is required of all purchases of office desks. FSC, PEFC, European Ecolabel, NF Environnement or 100% recycled paper are required for all paper purchases and European Ecolabel is required for all cleaning products.

In order to make employees aware of biodiversity and climate change, ALTEN has installed beehives on one of its Boulogne sites as well as a nesting box for wild pollinators. In 2020, ALTEN will continue to raise awareness with its employees on the subject of biodiversity by offering new activities.

At the same time, the Group pays special attention to the end-of-life of wastepaper. As a result, a sorting and recycling system has been introduced in France and in many of the Group's facilities, particularly in Sweden, Italy, Belgium, the Netherlands and Spain, with 74% of sites covered over all of the CSR scope.

In the Netherlands, at **ALTEN India** and **Anotech Energy**, mugs were distributed to all employees to reduce their consumption of plastic bottles.

Waste from electric and electronic equipment (D3E), waste batteries and waste ink cartridges produced by the Group are monitored very closely. In 2019, 1.57 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; and 6 metric tonnes in the CSR scope.

ALTEN gives its IT inventory (computers and screens) a second life via a reconditioning phase and then via donations to charities. This initiative is described in Section 4.3.6 - "Solidarity in the regions".

International initiatives:

ALTEN Technology GmbH uses suppliers working with products that come from organic agriculture and suppliers possessing environmental certification for cleaning services and suppliers of ecological furniture. In 2020, **ALTEN GmbH** plans to roll out the "Ecosia" research engine to all its employees. Ecosia uses its search revenues to plant trees in different parts of the world, thereby reducing the carbon footprint. In 2019, awareness-raising workshops were organised for employees at several of the Group's sites.

ALTEN Maroc created a nursery for planting and tending plants which are looked after by employees.

4.5 METHODOLOGIES AND INTERNATIONAL GUIDELINES

4.5.1 NOTE ON METHODOLOGY

Temporal and geographic scopes

- The period taken into consideration for data used by the various indicators was from 1 January 2019 to 31 December 2019.
- The CSR scope in this report covers ALTEN's legal entities and its solutions in France: ALTEN SA, ALTEN SO, Atexis, APTECH, ID APPS, MI-GSO, ALTEN SIR, ALTEN TECHNOLOGIES, Aixial, Lincoln SAS, Elitys Consulting, Avenir Conseil Formation, Aixial Development, CADUCEUM, Pegase, LMACP and Anotech Energy.
- It also includes international entities: ALTEN Belgium SPRL, ALTEN Switzerland, ALTEN GmbH, ALTEN SW GmbH, ALTEN Technology GmbH, ALTEN Spain, ALTEN Finland, ALTEN LTD, ANOTECH Energy Global Solutions LTD, PPP UK, ALTEN Calsoft LABS India Private LTD, ALTEN India Private LTD, ALTEN Italia SPA, ALTEN Delivery Center Maroc, ALTEN Nederland BV et Orion Engineering, TECHALTEN Portugal, Anotech Energy Doha, ALTEN Sverige AB, Anotech Energy Services LTD UK, Anotech Energy USA INC, Clover Global Solutions LP and Cresttek India.
- On an international level, ALTEN Switzerland, PPP UK, Anotech Energy Doha, Cresttek India were included in 2019 reporting.
- ALTEN China LTD subsidiaries and the new Shanghai Technology entity were not included in 2019 reporting as a result of measures taken following the public health crisis in the respective countries at the time of reporting.

Rate of coverage

- The performance indicators reported for France and internationally concern: a headcount representing 81.2% of the Group's total headcount and 78.15% of revenues at 31 December 2019.
- More specifically, for the French entities, these indicators refer to the entire headcount 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 the amount of floor space occupied by each ALTEN entity in the country in question.

Guidelines

- The performance indicators and the text of this report were prepared in compliance with the requirements of Article 225-102-1 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 ALTEN Group has set up an internal reporting tool proposed to all entities in the CSR perimeter. This tool enables the local reporting of social, environmental and societal information, which is then consolidated by the Group.

The ALTEN Group strives to increase the scope of its reporting each year by integrating new entities.

Origin and compilation of the data

Employee-related indicators

- The data relating to the headcount, nationalities represented in the Company, hiring and terminations, work-study placements, total payroll, compensation, employee turnover, work schedules, and frequency and severity of work 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.
- 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

- Environmental data does not include ALTEN Energy DOHA and ALTEN Switzerland.
- 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 in said buildings by each ALTEN Group legal entity in France and by international entities falling within the CSR scope.
- It should be noted that the indicators bearing on the Atexis leasehold buildings (3 sites in France) are confined to their energy consumption and waste sorting schemes.
- Data relating to consumables and energy is taken from the invoices and statements provided by suppliers and service providers.
- Paper consumption excludes Atexis' leased buildings in France, ANOTECH Energy and PPP UK.
- Consumption of cups excludes Atexis' leased buildings in France, Germany, Finland, England, the Netherlands and the USA.

- In France, data related to energy consumption of common areas was estimated at 10% of consumption of areas occupied by ALTEN when ALTEN was not the tenant of the entire building and when data was not available.
- In France, energy consumption indicators were divided by the number of weighted square metres. Internationally, the actual m² at 31 December 2018 were used when information on the number of weighted m² was not available. In France and internationally, the indicators for consumables were divided by the number of employees present on site as of 31 December 2018.
- Data on entities in England and the USA are excluded from buildings' energy consumption data.
- 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. International data on km travelled by company cars does not include Spain, England, Portugal, the USA and India.
- Rail travel data covers the following entities: ALTEN SA, ALTEN SO, ALTEN TECHNOLOGIES, APTECH, ID APPS, Anotech Energy, Avenir Conseil Formation, Elitys Consulting, Aixial, MI-GSO, ALTEN SIR and Caduceum. And the following international entities: ALTEN LTD, ALTEN Spain, ALTEN Belgium, ALTEN Technology GmbH, Anotech Energy Global Solutions LTD, Anotech Energy Services LTD, ALTEN Italy, ALTEN Sverige, ALTEN SW GmbH and ALTEN GmbH.
Portugal, India, the USA and Morocco are not included.
- Air travel data covers the following entities: ALTEN SA, ALTEN SO, ALTEN TECHNOLOGIES, APTECH, Anotech Energy, Avenir Conseil Formation, Elitys Consulting, Aixial, MI-GSO, ALTEN SIR, and Caduceum, as well as the following international entities: ALTEN LTD, Anotech energy services ltd, ALTEN Spain, ALTEN

Belgium, ALTEN Italia SPA, ALTEN Technology GmbH, ALTEN GmbH, ALTEN SW GmbH, ALTEN Sverige AB, ALTEN Nederland BV, ALTEN Finland and ALTEN Spain.

Portugal, India, Morocco and the USA are not included.

- Emission factors related to transports were updated between 2017 and 2018. The 2018 emissions factors regarding transport kilometres travelled have been re-used for the 2019 CO₂ emissions calculations.
- The CO₂ emissions from energy consumption and travel were calculated from raw data (kWh, km) through the corresponding emission factors of the Bilan Carbone® 7.6 method. The calculation methodology was updated: CO₂ emissions related to electrical consumption from renewable energies were considered to be nil. Emissions of CO₂ related to electrical consumption for 2017 were recalculated using this new methodology.
- Electronic waste data includes entities in France as well as some international entities, i.e. ALTEN GmbH, ALTEN SW GmbH, ALTEN Technology GmbH, ALTEN Spain, ALTEN Finland, ALTEN India Private LTD, ALTEN Calsoft Labs India Private LTD, ALTEN Sverige AB, Clover Global Solutions LP, Anotech Energy USA INC and ALTEN LTD.

Societal indicators

- Data relating to projects supported as part of the Group's promotion of the engineering professions come from the partnerships for which financial support was made.

Comparability

- The CSR perimeter was expanded between 2018 and 2019. This change does not always make it possible to compare indicators from one year to the next.

4.5.2 NON-FINANCIAL PERFORMANCE INDICATORS

SOCIAL PERFORMANCE INDICATORS AT 31 DECEMBER 2019

ALTEN INDICATOR NO.	INDICATOR	UNITS	FRANCE 2018	FRANCE 2019	GROUP CSR SCOPE 2019
HEADCOUNT AND DIVERSITY					
SOC 1	Total headcount as of 31/12/2019	Actual number of employees	13,001	13,500	28,347
SOC 2	Breakdown of employees by gender	% men	71%	71%	73%
		% women	29%	29%	27%
SOC 3	Breakdown of workforce by age grouping	% of employees under 25 years old	14%	13%	10%
		% of employees between 25 and 35 years old	64%	65%	61%
		% of employees between 35 and 45 years old	17%	16%	19%
		% of employees over 45 years old	6%	6%	10%
SOC 5	Breakdown of headcount by type of job	% of employees who are engineers	87.1%	86.5%	85.3%
		% of employees who are managers	4.5%	4.5%	6.1%
		% of employees who are support staff	8.4%	9.0%	8.6%
SOC 6	Number of unique nationalities represented	Number of unique nationalities	91	95	124
HIRES AND DEPARTURES					
SOC 7	Total number of hires	Number of hires	6,538	5,886	13,736
	Employees recruited on permanent contracts	Number of hires	6,210	5,521	11,674
	incl. number of permanent hires under 25 years of age	Number of hires	1,930	1,664	2,482
	Employees recruited on fixed-term contracts	Number of hires	200	206	1,123
	Number of hires on apprenticeship or vocational training contracts	Number of hires	128	159	939
SOC 8	Total number of terminations	Number of terminations	5,274	4,407	11,100
	Number of departures from permanent contracts	Number of terminations	5,007	4,134	9,465
	of which resignations	Number of terminations	2,863	3,083	6,976
	of which redundancies	Number of terminations	168	211	675
	Number of departures from fixed-term contracts	Number of terminations	174	177	955
	Number of departures on apprenticeship or vocational training contracts	Number of terminations	93	96	680
SOC 17	Net jobs created	Number of jobs created	1,264	1,479	2,636
TYPE OF EMPLOYMENT CONTRACT					
SOC 18	Breakdown of headcount by type of contract	% of permanent employees	98.1%	97.8%	96.0%
		% of temporary employees	0.6%	0.6%	2.0%
		% of employees on apprenticeship or vocational training contracts	1.4%	1.6%	2.0%
COMPENSATION					
SOC 19	Average annual compensation by position	in € managers	40,432	40,187	44,399
		in € non-managers	26,857	26,963	47,137
MANAGEMENT					
SOC 21	% of employees having had an annual performance appraisal	% of employees	86%	87%	75%
SOC 22	Average rate of absenteeism (for sickness, work- or commute-related accident)	%	1.65%	1.87%	2.43%
SOC 23	ALTEN employee turnover	%	24%	25%	28%
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%	100%
TRAINING					
SOC 27	Training expenditures	euros	12,670,524	13,948,010	17,589,293
SOC 28	Training expenditure as a % of payroll	%	2.61%	3.00%	2.00%
SOC 29	Training expenditure as a % of revenue	%	1.3%	1.3%	1%
SOC 30	Total number of training hours	h	177,077	181,580	514,242
SOC 31.a	Percentage of people receiving training during the year, by gender	% of men having received training	41%	41%	50%
		% of women having received training	44%	46%	35%
SOC 31.b	Percentage of employees trained during the year	% of employees	42%	42%	50%
SOC 33	Number of e-learning courses taken	number	26,463	45,805	61,489
WORK AND SAFETY CONDITIONS					
SOC 34	Frequency rate of work-related accidents with time off	rate	3.25	3.20	2.65
SOC 35	Severity rate of work-related accidents	rate	0.07	0.07	0.05
SOC 36	Number of hours of safety training	h	21,094	24,451	53,093
SOC 38	Number of work-related illnesses reported	number	0	0	13

SOCIETAL PERFORMANCE INDICATORS AT 31 DECEMBER 2019

ALTEN INDICATOR NO.	INDICATOR	UNITS	FRANCE 2018	FRANCE 2019	GROUP CSR SCOPE 2019
Societal 3	Percentage of women on the Board of Directors	%	50%	50%	50%
RELATIONS WITH EXTERNAL STAKEHOLDERS					
Societal 1	Number of partnerships for the promotion of engineering occupations (CNJE; Elles Bougent; etc.)	Number of partnerships	20	25	52
Societal 5	Total number of partnerships forged with higher education institutions in the current year	number	30	64	210
Societal 4	Total number of partnerships forged with NGOs or similar associations in the current year	number	26	45	62
Societal 7	Number of man-days of skills sponsorship	days	4,610	4,837	4,888

ENVIRONMENTAL PERFORMANCE INDICATORS AT 31 DECEMBER 2019

ALTEN INDICATOR NO.	INDICATOR	UNITS	FRANCE 2018	FRANCE 2019	GROUP CSR SCOPE 2019
CONSUMPTION OF NATURAL RESOURCES					
Enviro 4	Quantity of paper used per employee	kg/emp	6.94	4.96	5
	Total quantity of paper used	kg	28,410	22,188	53,977
Enviro 5	% of paper recycled or certified	%	96%	100%	79%
Enviro 6	Amount of cups per employee on site	number of cups/emp	407	286	215
Enviro 8.a	Total energy consumption	MWh	6,109	6,134	13,943
Enviro 8.b	Total energy consumption per sq.m.	kWh/m ² /year	113	94	99
Enviro 1	CO ₂ emissions linked to buildings' energy consumption	kg CO ₂ eq.	117,000	124,459	3,881,499
BUSINESS TRAVEL					
Enviro 14	Number of kg of CO ₂ eq. for business travel by train per employee	kg CO ₂ eq. / emp.	1.33	1.53	10.21
Enviro 16	Number of kg of CO ₂ eq. for business travel by plane per employee	kg CO ₂ eq. / emp.	420	333	305
Enviro 21	Average CO ₂ emissions per km from company vehicle fleet	g CO ₂ /km	108	103	111
Enviro 23.a	Number of kg CO ₂ eq. from kilometres driven by company vehicles	kg CO ₂ eq.	453,000	282,678	7,431,421
EXTERNAL CERTIFICATIONS AND ASSESSMENTS					
Enviro 10	% of occupied sq.m. that is certified (BBC, HQE)	%	18%	34%	20%
Enviro 18	EcoVadis score out of 100	note	78/100	80/100	80/100
WASTE					
Enviro 25	Total quantity of electronic waste removed by an external company	metric tons	2.8	1.6	6.0
Enviro 11	% of sites covered by a waste sorting scheme	%	89%	95%	74%
Enviro 26	Total quantity of CO ₂ emissions	kg CO ₂ eq.	5,657,300	4,840,846	18,528,960

NB: The 2018 and 2019 indicators are not always comparable, due to changes in scope

nc = not consolidated

4.5.3 COMPLIANCE MATRIX

ARTICLE 225 - GRENELLE 2 DECREE NO. 2017-1265 OF 9 AUGUST 2017	PRINCIPLES OF THE GLOBAL COMPACT	GRI	ISO 26 000	CHAPTER 4 - 2019 REGISTRATION DOCUMENT	SDG
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	4.2.2	SDG 5
Recruitments and redundancies		EC6, LA1		4.2.3	
Compensation and compensation increases		G4-51, G4-52, G4-53, G4-55, EC1, EC5		4.2.4.3	
WORK ORGANISATION					
Organisation of working time			*6.4.4	4.2.7	SDG 3 SDG 8
Absenteeism		LA6		4.2.7	
HEALTH & SAFETY					
Occupational health and safety conditions	4. The elimination of all forms of forced or compulsory labour	LA5	*6.4.6	4.2.7 4.1.4.3	SDG 3 SDG 8
Work-related accidents, particularly their frequency together with occupational illnesses and severity	5. Effective abolition of child labour	LA6/LA7		4.2.7	
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	4.2.4.2	SDG 8 SDG 16
List of collective agreements, including health and safety at work		LA8		4.2.4.2	
TRAINING					
Policies implemented regarding training, including environmental protection	8. Promoting greater responsibility in environmental matters	LA10, LA11, G4-43	*6.4.7	4.2.5.3 4.4.3	SDG 4
Total number of training hours		LA9, HR2		4.2.5.3	
EQUALITY OF TREATMENT					
Measures taken to promote gender equality		LA3, LA12, LA13		4.2.6.4	SDG 5 SDG 10
Measures taken to promote the employment and integration of disabled persons	6. The elimination of discrimination in respect of employment and occupation	LA12	*6.3.10 *6.3.7	4.2.6.2	
The anti-discrimination policy		LA12, HR3		4.2.6	
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		4.1.5 4.4.2	SDG 12 SDG 13
Resources devoted to prevention of environmental risks and pollution	7. Taking a conservative approach to dealing with environmental matters 8. Promoting greater responsibility in environmental matters	EN30, EN31	*6.5.2.1 *6.5.2.2	4.4.3 4.4.4 4.4.5 4.4.6	
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	9. Developing and disseminating environmentally friendly technologies	EC2		ALTEN has no reserves or guarantees for environmental risks in France. The environmental management (ISO 14 001 certified) that we apply to buildings reduces environmental hazards.	
POLLUTION					
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		4.4.3 4.4.4 4.4.5 4.4.6	SDG 12
Taking into account any form of specific pollution related to an activity, including noise and light 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	EN 24	*6.5.3	ALTEN provides intellectual services. By their nature, these activities have little impact on the environment, cause little noise pollution. However, measures are taken to ensure the smooth integration of buildings in residential areas into their neighbourhoods (BBC/HQE, ISO 14 001, etc.).	
CIRCULAR ECONOMY					
Waste management and prevention:					
Measures to prevent, recycle, reuse, other upgrade and eliminate waste		EN23, EN24, EN25, EN28	*6.5.3	4.4.3 4.4.5	SDG 7 SDG 12
Fight against food wastage initiatives				Taking into account the tertiary nature of ALTEN's Engineering and Technology Consulting activities, the fight against food wastage is not significant.	
Sustainable use of resources:					
Consumption and supply of water in accordance with local constraints	7. Taking a conservative approach to dealing with environmental matters 8. Promoting greater responsibility in environmental matters	EN8, EN9		Taking into account the tertiary nature of ALTEN's Engineering and Technology Consulting activities, the Group's water consumption is not significant.	
Consumption of raw materials and measures taken to use them more efficiently	9. Developing and disseminating environmentally friendly technologies	EN1, EN2		4.4.5	
Energy consumption, measures taken to improve energy efficiency and use of renewable energy		EN3, EN4, EN6, EN7	*6.5.4	4.4.3 - 4.4.4.1 4.4.4.3 - 4.4.4.4 4.4.4.5 - 4.4.4.7	
Land use		EN11		Given ALTEN's services business of Engineering and Technology Consulting, the Group has no activity that involves land use.	

ARTICLE 225 - GRENELLE 2 DECREE NO. 2017-1265 OF 9 AUGUST 2017	PRINCIPLES OF THE GLOBAL COMPACT	GRI	ISO 26 000	CHAPTER 4 - 2019 REGISTRATION DOCUMENT	SDG
CLIMATE CHANGE					
Significant greenhouse gas emission caused by society activity, especially by using goods and services produced		EN3, EN4, EN6, EN7, EN15, EN16, EN17, EN18, EN19,	*6.5.4 *6.5.5	4.4.4.2	
Measures to adapt to the consequences of climate change	7. Taking a conservative approach to dealing with environmental matters 8. Promoting greater responsibility in environmental matters	EN15, EN16, EN17, EN18, EN19,	*6.5.5	4.4.4 4.4.5 4.4.6	SDG 9 SDG 11 SDG 12
Targets to voluntarily reduce in the medium and long term the greenhouse gas emissions and the means implemented for this purpose	9. Developing and disseminating environmentally friendly technologies		*6.5.5	4.4.4.1	
PROTECTION OF BIODIVERSITY: MEASURES TAKEN TO PRESERVE OR RESTORE BIODIVERSITY					
		EN11, EN12, EN13, EN14, EN26	*6.5.6	4.4.6	SDG 15
SOCIETAL INFORMATION					
SOCIETAL COMMITMENTS IN FAVOUR OF SUSTAINABLE DEVELOPMENT					
The impact of the company's activity on employment and local development		EC6, EC7, EC8, EC9, SO1	*6.8.5 *6.8.7 *6.8.8	4.1.4.6 4.3.6 4.4.4.7	
The impact of the company's activity on neighbouring or local populations		EC6, EC7, EC8, EC9, HR8, SO1, SO2	*6.8.8	ALTEN is present in employment hotspots and is located close to its customers. Its impact on neighbouring and local populations is thus limited and not significant.	SDG 1 SDG 8 SDG 17
Relationships with stakeholders and how is the dialogue with them	3. Respect for freedom of association and recognition of the right to collective bargaining	G4-26, G4-37	*5.3.3 *6.8.9	4.1.3 4.1.4.6 4.2.4.2	
Partnership or sponsorship actions		EC7		4.3.6 4.2.3 4.2.6.4	
SUB-CONTRACTING AND SUPPLIERS					
Taking social and environmental issues into account in the purchasing policy	1. Promoting and respecting international Human Rights law protection in the sphere of influence 2. Guarding against complicity in human rights violations	LA14, LA15, EN33, HR5, HR9, HR11		4.3.4.1 4.3.5.2 4.3.5.4	
Taking into account in relationships with suppliers and subcontractors their social and environmental responsibility	8. Promoting greater responsibility in environmental matters	LA14, LA15, G4-12, EN32, EN33, HR5, HR9, HR11, SO9, SO10	*6.6.6	4.1.4.7 4.3.4.2 4.3.5.1 4.3.5.2 4.3.5.4	SDG 8 SDG 12
FAIR PRACTICES: MEASURES TAKEN TO PROMOTE CONSUMER HEALTH AND SAFETY					
Measures taken to promote consumer health and safety		EN27, PR1, PR2, PR3, PR4, PR6, PR7, PR8, PR9	*6.7.4	Taking into account the tertiary nature of ALTEN's Engineering and Technology Consulting activities, the Group has no activity affecting consumer health and safety.	SDG 3
OTHER INFORMATIONS					
INFORMATION ON THE FIGHT AGAINST CORRUPTION: ACTIONS TAKEN TO PREVENT CORRUPTION					
Actions taken to prevent corruption	10. Acting against corruption in all its forms, including extortion of funds and bribery	G4-56, G4-58, SO3,SO4,SO5	*6.6.3 *6.7.4	4.1.4.5 4.3.2.1 4.3.5.2	SDG 16
INFORMATION IN RELATION TO HUMAN RIGHTS ACTIONS					
Promotion of and compliance with the stipulations of the core conventions of the International Labour Organization on:					
Respect for freedom of association and recognition of the right to collective bargaining	3. Respect for freedom of association and recognition of the right to collective bargaining	HR4, LA13, LA14	*6.3. 10		
The elimination of discrimination in respect of employment and occupation	6. The elimination of discrimination in respect of employment and occupation	LA12, HR3	*6.3.10 *6.3.7	4.3.5 4.2.6.2 4.2.6.4	SDG 8 SDG 17
The elimination of forced or compulsory labour	4. The elimination of all forms of forced or compulsory labour	HR6	*6.3. 10		
The effective prohibition of child labour	5. Effective abolition of child labour	HR6			
Other actions taken to promote Human Rights	1. Promoting and respecting international Human Rights law protection in the sphere of influence 2. Guarding against complicity in human rights violations 10. Acting against corruption in all its forms, including extortion of funds and bribery	HR1, HR2, HR7, HR8, HR9, HR10, HR11, HR12	*6.3.10	4.1.4.7 4.3.2 4.3.4.2	SDG 16

4.6 REPORT BY ONE OF THE STATUTORY AUDITORS, APPOINTED AS AN INDEPENDENT THIRD PARTY, ON THE CONSOLIDATED NON-FINANCIAL STATEMENT INCLUDED IN THE GROUP MANAGEMENT REPORT

For the year ended 31 December 2019

To the Shareholders,

In our capacity as ALTEN's Statutory Auditors, appointed as an independent third party and accredited by COFRAC under number 3-1080⁽¹⁾, we hereby present our report on the consolidated statement of non-financial performance for the year ended 31 December 2019 (hereinafter the "Statement"), included in the Group management report pursuant to the requirements of articles L. 225 102-1, R. 225-105 and R. 225- 105-1 of the French Commercial Code (*Code de commerce*).

The entity's responsibility

The Board of Directors is responsible for preparing the Statement, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators. The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement.

Independence and quality control

Our independence is defined by the requirements of article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (*Code de déontologie*) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

Responsibility of the Statutory Auditor, appointed as an independent third party

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with article R. 225 105 I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

However, it is not our responsibility to comment on:

- the entity's compliance with other applicable legal and regulatory requirements, in particular the French duty of care law and anti-corruption and tax avoidance legislation;
- the compliance of products and services with the applicable regulations.

Nature and scope of our work

The work described below was performed in accordance with the provisions of articles A. 225 1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements, and in accordance with ISAE 3000.⁽²⁾

Our procedures allowed us to assess the compliance of the Statement with regulatory requirements and the fairness of the Information:

- we obtained an understanding of all the consolidated entities' activities, the description of the social and environmental risks associated with their activities;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to:
 - assess the process of selecting and validating the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and

(1) Whose scope of accreditation is available at www.cofrac.fr

(2) ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information

- corroborate the qualitative information (measures and outcomes) that we considered to be the most important⁽¹⁾;
- we verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code;
- we obtained an understanding of the internal control and risk management procedures implemented by the entity and assessed its data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important⁽²⁾, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
 - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities⁽³⁾ and covers between 42% and 62% of the consolidated data selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgement, is 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.

Means and resources

Our work was carried out by a team of three people between November 2019 and March 2020.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted interviews with the people responsible for preparing the Statement.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respect.

Neuilly-sur-Seine, 27 April 2020

One of the Statutory Auditors

Grant Thornton

French member of Grant Thornton International

Jean-François Baloteaud
Partner

Tristan Mourre
Director

(1) Qualitative information relating to the following sections: "Attracting talent"; "Promoting diversity"; "Health and Safety in the workplace"; "Ethics and compliance"; "Reducing greenhouse gas emissions"; "Using natural resources in a reasonable manner and reducing the group's waste"; "Maintaining lasting relationships with suppliers and subcontractors"

(2) Quantitative social and societal information: "Total workforce and breakdown of employees by gender, age and geographical region"; "Hires"; "Departures"; "Number of days worked"; "Number of working days lost"; "Total number of training hours"; "Number of people trained"; "Number of partnerships made with higher education institutions"; "Number of man-days of skills sponsorship". Quantitative environmental information: "Total energy consumption", "CO2 emissions linked to buildings' energy consumption", "Number of kg of CO2 eq. for business travel", "Total quantity of paper used", "Total quantity of electronic waste removed by an external company" "Total quantity of CO2 emissions"

(3) Alten France, Alten delivery center Morocco, Alten Netherland BV & Orion Engineering, Alten Finland, Alten UK



ALLEN