

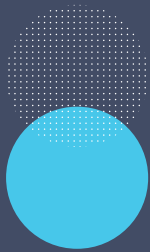


NON-FINANCIAL PERFORMANCE STATEMENT 2019

altran

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1 ALTRAN IN A NUTSHELL

ALTRAN, GLOBAL LEADER IN ENGINEERING AND R&D SERVICES	3
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Altran, global leader in Engineering and R&D services

Driven by the disruptive technologies of artificial intelligence, digital transformation and autonomization, and by clients' need to find new solutions for their innovation-related challenges, the Engineering and Research and Development (ER&D) services sector is moving into new, unmapped territory, at an increasingly rapid pace. These new requirements offer unprecedented growth opportunities for players in the sector, while seriously threatening existing approaches and methods.

Altran is the global leader in Engineering and R&D services. The Group offers its customers a unique value proposition to meet their transformation and innovation challenges. Altran supports its clients, from concept through industrialization, to develop the products and services of tomorrow and has been working for more than 35 years with major players in many sectors: Automotive, Aeronautics, Space, Defense & Naval, Rail, Infrastructure & Transport, Energy, Industrial & Consumer, Life Sciences, Communications, Semiconductor & Electronics, Software & Internet, Finance & Public Sector.

50,000+
EMPLOYEES

90%
ENGINEERS

80+
NATIONALITIES

35+
COUNTRIES

€3.2 bn
2019 REVENUES

300+
CLIENTS AMONG
THE TOP 500
WORLDWIDE

Business model

Global leader in Engineering and R&D services, Altran offers its clients a new way to innovate by helping them to develop the products and services for tomorrow.

RESOURCES

Established customer relationships

Strategic partner of **+50 clients**
2/3 of the **TOP 500** worldwide spenders in R&D
Average relation length of **20 years** with our top 10 clients

A large talent pool

50,000+ employees
90% engineers including:
40% product & systems engineering
35% digital & software
25% industrial operations
35+ countries
80+ nationalities

Research & Innovation

200+ key assets (labs, tools, technological solutions)
40+ certifications
300 projects on 6 Research & Innovation programs
200 researchers including 120 PhD

ACTIVITIES

3 service models

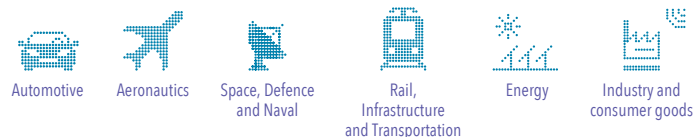
Mainstream engineering services

Altran extends its breadth of skills

Next Core Services

Altran helps clients accelerate and scale on their core domains with design, cutting edge technology expertise and innovative business models.

11 industries



A balanced breakdown of turnover

35% West Europe

1% Asia

26% Americas

The High Road, Altran 2022

In 2018, Altran launched its strategic plan «The High Road, Altran 2022», aiming at developing three service models to differentiate and strengthen its presence in key sectors and regions in order to meet clients' needs and respond to today's powerful technology disruptions.

The Group's strategy is built on the ER&D services market growth of about **9%** per year, market that should rise from **€155 billion** in 2017 to **€240 billion** by 2022.

MARKET TRENDS

The ER&D services market in which the Group operates encompasses ER&D activities which are fully or partly outsourced by businesses to service providers. The development of this market is closely linked to the global R&D market, which is growing at a steady pace, driven by several factors:

- Increased need for differentiation to head off competition
- The need to tackle digital disruption and technological convergence
- The imperative need to reduce time-to-market
- An increasingly more stringent regulatory environment
- The need to internationalize

clients' engineering capabilities with an unmatched and a local footprint everywhere.

Industrialized Globalshore®

Altran connects global talent pools and industrializes R&D activities leveraging its premier global delivery.



9%	Central Europe
9%	Iberia
9%	South East Europe
11%	North Europe

VALUE CREATION

Altran continues its efforts to strengthen its operational excellence, a lever for value creation for its main stakeholders:

Shareholders

2019 results:
Organic growth of revenues from **+6%** to **€3.2 Bn**
Operating margin expansion from **60 bps** to **12.7%**
Earnings per share of **€0.84 (+17%)**

Clients

Altran recognized as being in the **ER&D leadership zone by Zinnov**
Altran recognized as one of the best suppliers of services by Everest Group
ISO 9001, 14001, 27001 certifications
Gold Ecovadis CSR rating

Employees

Talent and employability development
+1 million training hours / year
Ongoing monitoring of satisfaction

Schools

Partnerships with graduate schools and universities
Internships, on work-study contracts and VIE

Civil society

Skills sponsorship and solidarity projects
Target to reduce CO₂ emissions per employee by **10% between 2017 and 2022**
Local economic development with **200+ sites**
Ethical commitments
Taxes and social charges: **€535.3m** in 2019

CSR strategy

Being a first-choice employer: offering unique career opportunities, enabling skills development and recognizing talent, promoting diversity and inclusion, while ensuring the health, quality of life at work, social dialogue and satisfaction of employees;

Taking a responsible approach: listening to our stakeholders, adopting high quality and ethical standards, committing our partners to a virtuous approach, contributing to the UN sustainable development goals;

Supporting the transition to a low carbon economy: assisting our customers in their energy transitions and reducing our own carbon footprint.

Performance 2019

Altran posted a solid performance in 2019, driven by a good performance in Europe and a steady acceleration in the Americas. In the last years, Altran has profoundly transformed its business model.

Financial Snapshot

€3.2Bn

Revenues (+10.3% reported year-on-year)

€213M

Adjusted net income (+29.0% year-on-year)

€409M

Operating margin (+16.0% year-on-year)

12.7%

Operating margin (+60bps year-on-year)

€164M

Free Cash Flow

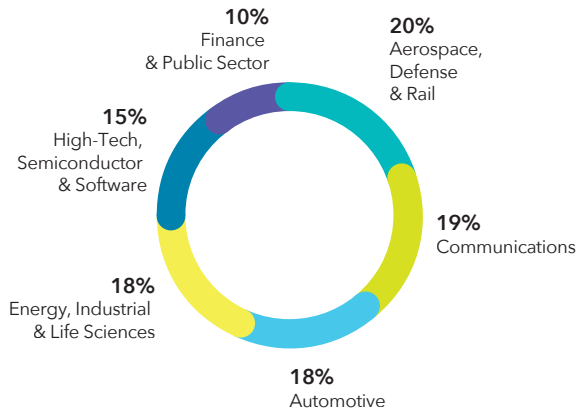
2.8 x EBITDA

Leverage as of December 31*

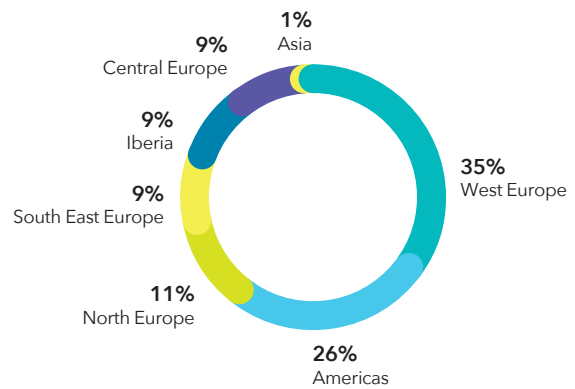
* Last twelve months EBITDA.

A balanced mix of revenue by industry and geography

BREAKDOWN BY SECTOR



GEOGRAPHICAL BREAKDOWN



Altran's international footprint as a unique advantage in today's marketplace



AMERICAS

- Canada
- Mexico
- USA

EUROPE / AFRICA

- Austria
- Belgium
- Czech Republic
- Denmark
- France
- Germany
- Ireland
- Italy
- Luxembourg
- Morocco
- Netherlands
- Norway
- Portugal
- Romania
- Slovakia
- Spain
- Sweden
- Switzerland
- Tunisia
- Turkey
- Ukraine
- United Kingdom

ASIA

- China
- India
- Israel
- Japan
- Malaysia
- South Korea
- Singapore
- United Arab Emirates

AUSTRALIA

4 Global Engineering Centers

- India
- North Africa (Morocco & Tunisia)
- Portugal
- Ukraine

Corporate Governance

Altran is a public limited company governed by a Board of Directors and a Global Executive Team.

Board of Directors

Altran is administered by a Board of Directors, whose members serve four-year terms.

BOARD MEMBERSHIP AT DECEMBER 31, 2019:

Dominique Cerutti Chairman & CEO

Christian Bret

Diane de Saint Victor

Martha Heitzmann Crawford

Gaël Clément Director representing the employees

Nathalie Rachou

Renuka Uppaluri

Jaya Vaidhyanathan

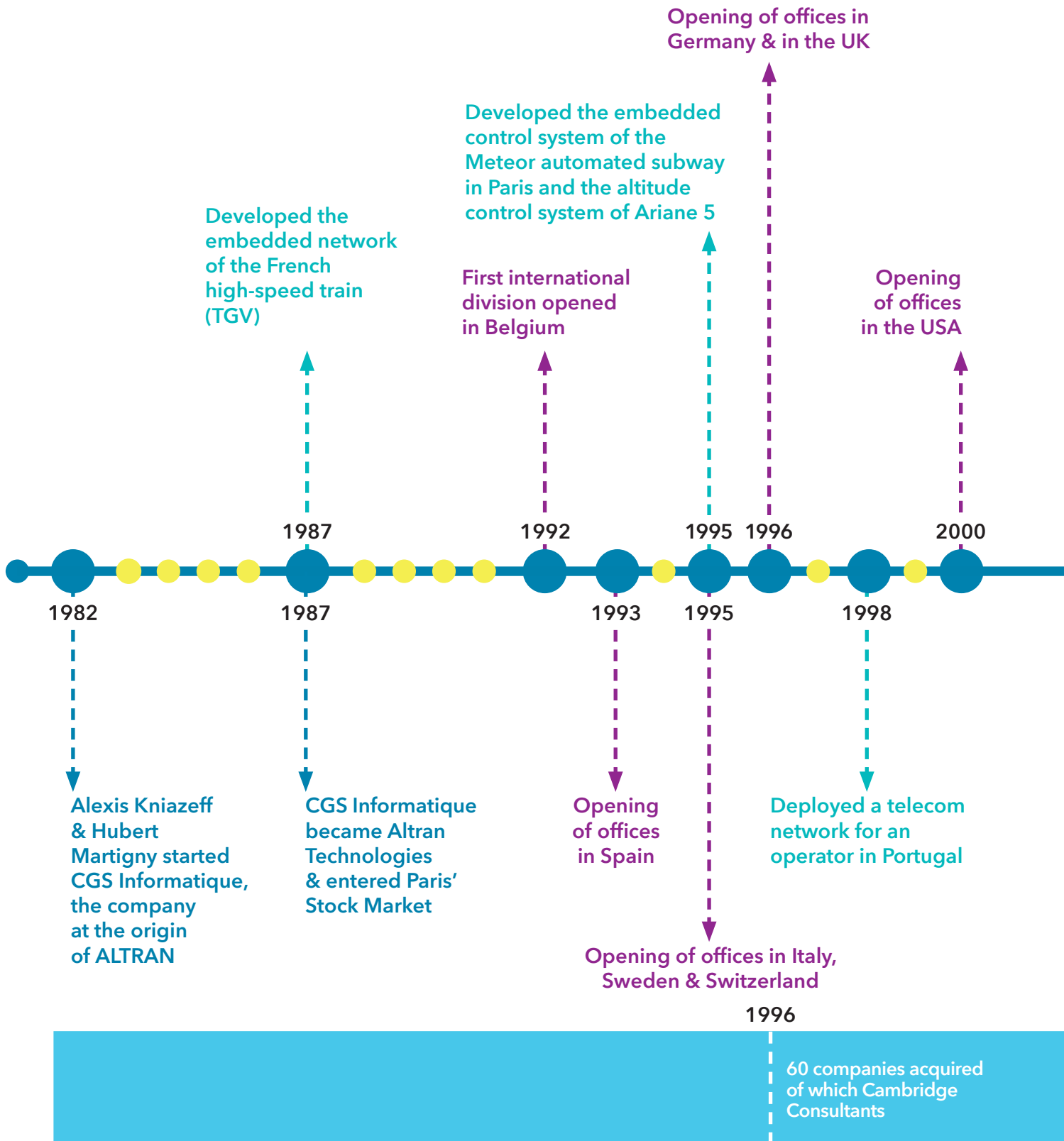


Global Executive Team

At December 31, 2019, the *Global Executive Team* was composed of the following members:

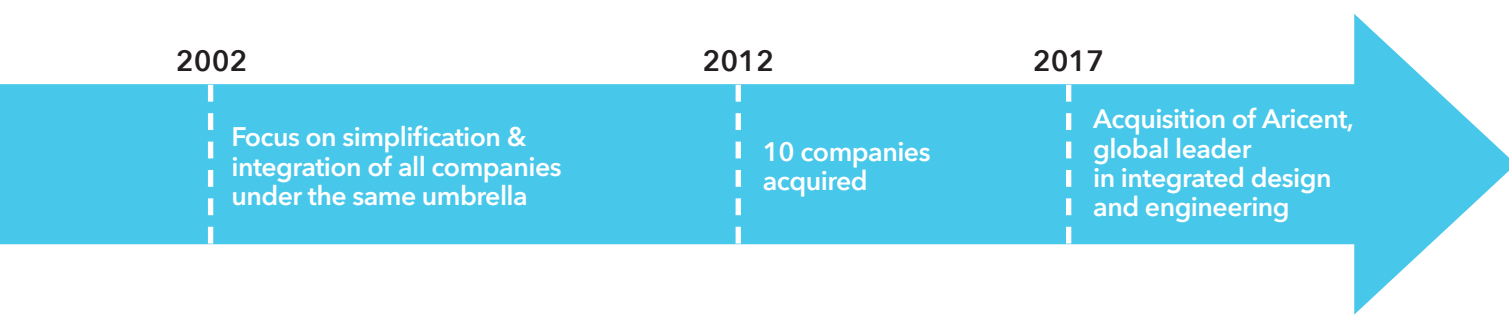
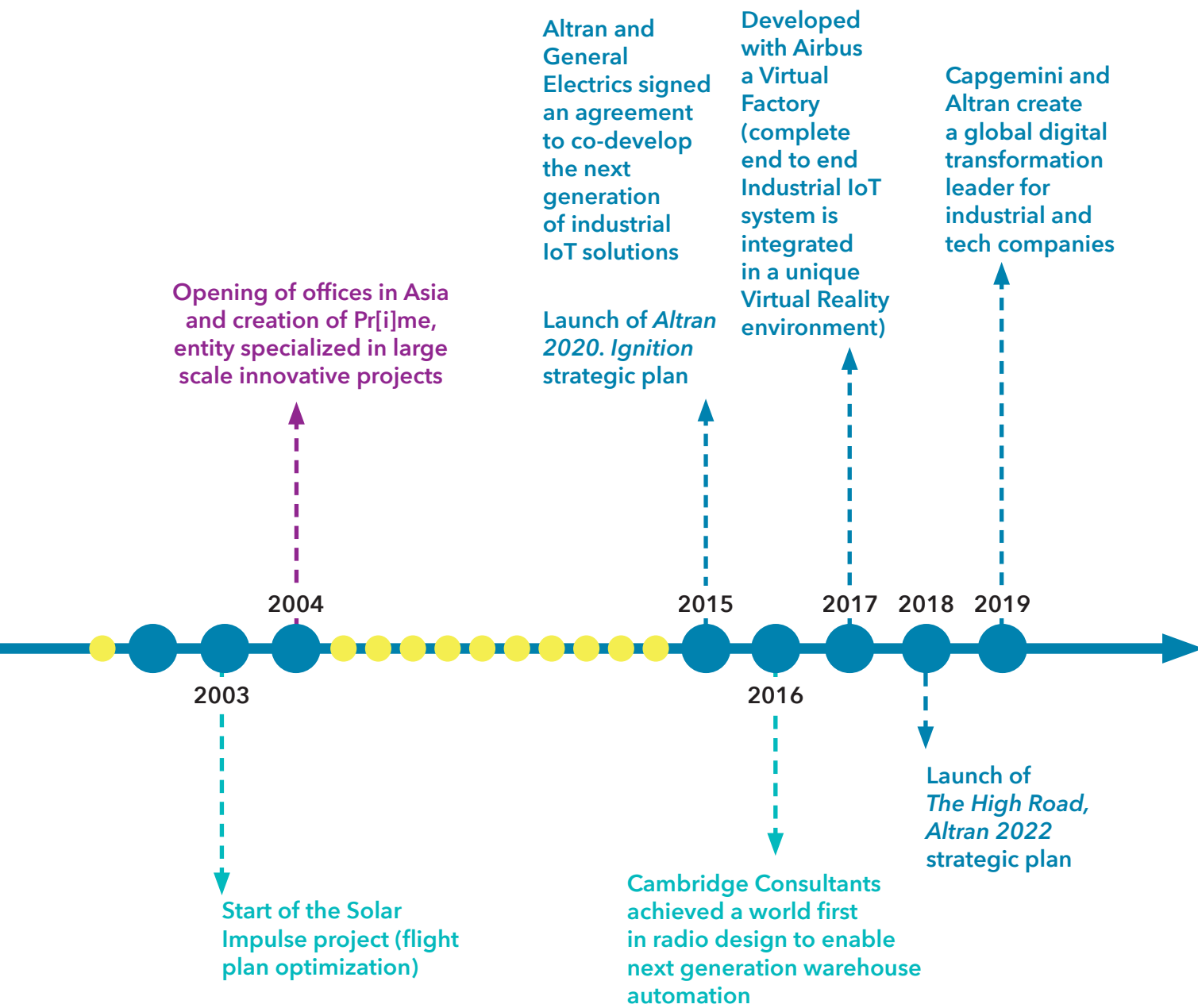
- Dominique Cerutti**
Chairman & Chief Executive Officer
- Laila Worrell**
Executive Vice-President, North America
- Pascal Brier**
Executive Vice-President, Strategy, Technology & Innovation
- Daniel Chaffraix**
Executive Vice-President, Engineering & Transformation
- William Rozé**
Executive Vice-President, Europe
- Albin Jacquemont**
Executive Vice-President, Chief Financial Officer

Key Milestones In Altran's History

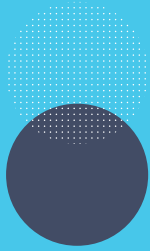


● M&A
 ● Office Expansion
 ● Others
 ● Technology development

Sources: Altran







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2.2.10	Software and Internet	23
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As a global leader in Engineering and R&D services (ER&D)⁽¹⁾, Altran offers its clients a new way to innovate by developing the products and services for tomorrow. Altran works alongside its clients throughout the value chain of their project, from conception to industrialization. For more than 30 years, Altran has

been working with big players in numerous sectors: Automotive; Aeronautics; Space, Defense and Naval; Rail, Infrastructure and Transport; Energy; Industrial and Consumer; Life Sciences; Communications; Semiconductors and Electronics; Software and Internet; Finance and Public Sector.

2.1 The Group's range of services

The Group's range of services supports the entire Research and Development cycle: innovation, design, development, prototyping, testing, as well as support to industrialization, production and after-sales services.

Backed by its know-how in innovation and the unique expertise of about 50,000 employees and engineers⁽²⁾, Altran meets the needs of its clients through 5 categories of activities:

Altran Consulting: advises the Group's clients for the definition of their innovation strategies, their future products and services and the transformation of their operations;

Altran Digital: assists the Group's clients in their digital transformation by drawing on its knowledge of their products and industrial processes as well as the expertise of its 16,000 engineers specializing in digital businesses;

Altran Engineering: assists its clients in developing their new systems and products while reducing their time-to-market and related costs, as well as improving their production systems and industrial processes;

Next Core: offers scarce skills and technological solutions developed under the aegis of the technology and innovation

department, to enable clients of the Group to accelerate their innovation programs and to build or maintain their competitive advantage;

Industrialized GlobalShore[®]: provides Altran's clients with global expertise that combines competitiveness with the highest quality standards. This industrial solution for delivery of the Group's ER&D services is based on four Global Engineering Centers, located near and offshore.

These five categories of activities are complementary and provide the Group with the capacity to meet the specific needs of its clients, which vary at each phase of the innovation cycle.

Altran Consulting thus positions the Group with regard to its clients on strategic issues ahead of their innovative processes. The execution of ER&D projects is then driven globally by Altran Engineering and Altran Digital. Altran also addresses the priority technical problems of its clients via its Next Core and uses its Industrialized GlobalShore[®] model to provide a specific solution to its clients' requirements for the massive industrialization of their development processes.

2.1.1 Altran Consulting

Disruptive digital technologies, a more stringent regulatory framework, cost pressure, the reduction of lead-times and higher profitability constraints are forcing businesses to rethink all of their activities.

In this context, the Group offers since 2016, through Altran Consulting, advisory services in innovation and transformation. For this activity, the Group leverages its expertise and deep industry knowledge to assist clients in fine-tuning their innovation strategies and generally in shaping the transformation of their operations to improve performances.

The Altran Consulting model relies on a dedicated team that has the capacity to mobilize the Group's best experts to meet the specific needs of its clients. Its objective is to be a differentiating, high value-added entry point for clients, by working with their Managers on their strategic issues pertaining to R&D. Thereafter, the Group can support the implementation of the solutions and the resulting projects.

The Group's advisory services concern in particular the following fields:

Fundamental transformations: identification of transformational opportunities and change management pertaining to new business models, organization, operational excellence and allocation of investments, mainly in R&D;

Innovation & Design: improvement of clients' innovation processes, through "co-creation" processes (innovation based on an ecosystem of internal and external partners) and through the use of Design Thinking methods;

Disruptive technologies and solutions: analysis of disruptive technologies and their impacts on the market and definition of the strategies to integrate these technologies into the client's portfolio of products and services.

Case study: Altran supported Engie in the design and implementation of its industrial assets digitization program

Altran has provided advisory services to Engie, a leading international player in the energy sector, in order to identify concrete cases of digital transformation of its industrial assets and to design the roadmap that can achieve savings and improve productivity.

(1) Source: Everest Group Engineering Services Top 50 – 2019.

(2) As of December 31, 2019, the total number of employees of the Group stood at 50,124.

2.1.2 Altran Digital

The digital revolution brings about an in-depth transformation of all industries and gives rise to a number of challenges for businesses:

adapting their customer relationship strategy and taking on board new consumer behaviours and expectations;

changing their offer of services in this new technological landscape and integrating digital technology in new offerings, products, services and business models;

optimizing and streamlining their operations by including new digital tools in production, administration and maintenance functions.

The Group has over 16,000 engineers and specialists in digital industrial transformation who bring together the know-how necessary for the development of new services, architectures and business models for the digital world:

Designing digital experiences: Altran helps its clients to build new digital products and services focused on the client experience, taking advantage of the interdisciplinary know-how of the Group, and particularly frog. For example, the development and design of the applications Porsche Connect and Porsche Offroad;

Engineering software products and digital cybersecurity applications: Altran has a comprehensive portfolio of software development services which covers amongst others the development of mobile applications, engineering of software products (including critical embedded systems, in defence and aeronautics). These services may be provided depending on projects by several on/near/off-shore development Centers of the Group. For Biovotion, a Swiss company specializing in connected health devices, Altran has developed a cloud-integrated mobile application at its development center in Portugal, after the user

experience and interface were co-defined with the client and frog; With IBM, the Group has had a development partnership for nearly 10 years, to accelerate the roll-out of IBM's roadmaps and the modernization of customer experiences;

Integration of IT & OT systems: The convergence of IT and operational systems has become a major issue in the digital transformation of industrialists. Thanks to combined know-how in IT systems, enterprise applications and OT systems (such as PLM, MES, SCADA), the Group guides and performs the integration of the IT & OT systems of its clients;

Connectivity technologies and the Internet of Things (IoT): Altran supports businesses in all industries in the selection and development of new connected solutions, from the design of embedded systems to data aggregation on secure platforms, including the selection of the best connectivity technology and the definition of use cases which are value creators for the IoT or 5G. The Group relies on its "IoT & Edge Computing" and "Advanced Networks" World Class Centers, as well as its "VueForge®" offer, which covers the engineering of the whole of the value chain for the Internet of things. For example, these skills are used for the benefit of Vodafone and the City of Milan to set up and deploy the first 5G use cases;

Data analysis and artificial intelligence: Altran offers a range of cutting-edge services for the statistical and scientific analysis of complex data, calling upon 350 data science experts brought together under the "Analytics & AI" World Class Center and mobilizing software development capacity to design systems and algorithms for machine learning or deep learning. The tools are used by Altran clients, such as GSK, to identify numerous optimization projects for its operations, from R&D to maintenance of the industrial equipment, including marketing.

2.1.3 Altran Engineering

Most global leading companies have understood that only targeted, ambitious and deliberate R&D strategies will ensure that they can differentiate themselves and/or develop a lasting competitive advantage. Besides the need to anticipate forthcoming disruptive technologies, businesses are also subject to major constraints due to the continuous reduction in time-to-market.

In this context, the Group offers businesses support across their entire product development cycle. These services are split into two main domains of expertise:

product & systems engineering: thanks to the expertise of more than 18,000 specialist engineers, the Group supports its clients

globally, both on engineering projects on a long-term basis and a one-off basis. These expertise include product specification, prototyping, mechanical engineering, systems engineering, development of embedded systems, and testing and approval services;

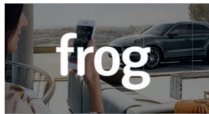
industrial operations: more than 11,000 engineers specialized in the optimization and industrial management sector are working in this field, from the design of production sites and their installation to the integration of new technologies in the manufacture and deployment of digital, smart and connected factories, as well as in the engineering, risk management and performance strategy, or the management of engineering projects and programs.

2.1.4 Next Core

To respond to the crucial innovation challenges of its clients, Altran is investing in developing its expertise and in solutions in advanced fields selected by the technology and innovation department. Through its Next Core offer, Altran offers an unequalled portfolio of skills and technological solutions to enable its clients to accelerate their innovation programs and build or maintain their competitive advantage.

In 2019, the Group consolidated, into its Next Core portfolio, entities operating under their own brands, such as frog or Cambridge Consultants, as well as its World Class Centers. The portfolio is composed of the following entities and services:

Experience Design



IoT & Edge Computing



Analytics & AI



Advanced Networks



Innovative Product Development



Advanced Manufacturing



Cybersecurity



Software Frameworks



Disruptive Software Products



Compliance & Performance



- frog design: frog is a design and strategy company. It transforms large-scale companies, creating brand, product and service systems that offer an indisputably-better experience. The ambition is to win hearts and minds and move the markets. The passion is for transforming ideas into realities. Frog works with its clients to anticipate the future, develop organizations and advance the human experience;
- "Analytics & AI": over 350 experts in data science, most of whom are doctors in sciences, based in the United Kingdom with presence across Europe and the United States. This World Class Center specializes in the analysis of vast and complex data, in the development of artificial intelligence algorithms, and their use for operations. It has a unique experience with several thousand analytical projects already delivered to prestigious clients such as Unilever, BP, GSK, Statoil, or Akzonobel, with whom it has developed a new generation of models for predicting the wear and corrosion of the hulls of ships, which enables the client to build an entire new range of services based on data;
- Cambridge Consultants: Cambridge Consultants is a globally renowned specialist in the development of innovative products on a turnkey basis, but can also assist clients at all stages of a product's development from design up to start of large-scale industrial production. Cambridge Consultants brings together over 750 high-caliber scientists in the United Kingdom and the United States, leveraging its multidisciplinary technological knowledge, a culture of excellence, cutting-edge processes and tools and over 20,000 sq.m. of laboratories housing scientific equipment and facilities for prototyping.
The areas of intervention cover mechanical engineering, software development, signal processing and algorithms, physical sciences, electronics and development of application-specific integrated circuits, wireless technologies, remote sensing technologies and synthetic biology.
In 2018, this entity announced DeepRay™, a ground-breaking Artificial Intelligence (AI) technology that creates clear, undistorted views of the real-world from a damaged or obscured moving image. Based on recent advances in deep learning, DeepRay's power to see clearly in difficult, unpredictable situations could transform numerous machine vision and imaging applications, such as autonomous driving, by improving machine vision capabilities in disturbed environments;
- "Cybersecurity": We help organizations to achieve and maintain an appropriate level of cybersecurity that complies with standards, laws and regulations, which are constantly developing. Thanks to our technical expertise, and various tools, such as Synergi, our Risk Management and Compliance platform, we help clients to define, confront and combat cyber-threats and develop their businesses in complete confidence;
- "Disruptive Software Products": Now that software is a key success factor in an increasingly digital world, we provide unique expertise in the development of software products, equally for mobile, Enterprise Systems, or Big Data and Cloud Computing solutions. With the experience of working for the most innovative start-ups in Silicon Valley, (Airbnb, Twilio, Okta, Marketo, etc.), as well as the largest groups (Skype, Monster, ebay, Cisco), we are the leading partner for the development of innovative software products;
- "IoT & Edge Computing": this World Class Center has expertise in businesses relating to Internet of Things networks and platforms. It advises, designs, develops and rolls-out IoT applications for the Group's clients in various fields (industrial internet of things, e-health, connected travel, etc.) and turnkey solutions (connected operator, geolocalization of industrial assets or systems for monitoring the adherence of patients to their medical treatments). It has been selected as a strategic partner by Nokia to jointly develop a solution to support the digitization of transport infrastructure operators, car manufacturers and enable smart city programs;
- "Advanced Networks": this World Class Center assists the world's most prominent telecom operators and industrialists in the design and management of new network technologies thanks to the expertise of hundreds of cutting-edge engineers in Software-Defined Networks (SDN), Network Functions Virtualization (NFV) and 5G. Vodafone is partnering with the World-Class Center to benefit from its know-how in system integration and software development, from its cross-industry expertise, as well as its multiple successes in project

implementation. This includes projects covering various 5G applications relative to the creation of smart cities in Italy, and now in Spain;

- "Advanced Manufacturing": a team of experts specializing in the architecture and development of factories of the future thanks to its know-how in production systems, technologies and innovation. This World Class Center has expertise and technological partners in all areas of Industry 4.0 such as advanced robotics, 3D printing, virtual reality or augmented reality. It was recently chosen as the coordinator of the VIMS project with Airbus and Roche to set up standards for the development and management of digital twins across industries;
- "Software Frameworks": With more than 125 software frameworks and solutions, we enable our clients to quickly

adopt and deploy all connectivity technologies. For more than 25 years, our 1000+ engineers have been working alongside the largest equipment suppliers and telecoms operators, as well as more and more players in industries such as automotive, for which we offer a complete range of V2X solutions;

- "Compliance & Performance": this World Class Center is made up of expert consultants for the pharmaceutical industry. They develop methodologies and specialized tools for the management of processes, documentation, quality and compliance at pharmaceutical production sites. They provide consulting, assistance and services to global leaders in the life sciences industry, such as Sanofi-Genzyme laboratory, which the World Class Center has helped to extend its gene therapy activities at one of its largest production sites.

2.1.5 Industrialized GlobalShore®

Thanks to its Industrialized GlobalShore® model, Altran supports its clients with a wide range of expertise while crossing borders. This model relies on the seamless integration of its teams, based on on/near/offshore regions, from the client's engineering centers to the Altran teams in the Global Engineering Centers.

Industrialized GlobalShore® relies on ER&D teams in Global Engineering Centers located in India, North Africa, Portugal and Eastern Europe, combining more than 18,000 engineers at the end of 2019. The Group also offers its clients competitive ER&D services, providing businesses with diversified and global expertise while meeting the highest quality standards. This solution offers great flexibility and is adaptable to the specific needs, level of maturity and geographical footprint of each client.

Altran aims at:

- industrializing its clients' processes using standardized methods, recognized technical expertise, established quality monitoring processes and the implementation of automation tools in order to offer high quality and competitive services;

- designing, establishing and operating competitive service delivery Centers for the Group's clients, providing them with access to new talent pools; and
- guaranteeing performance and quality thanks to the know-how, speed, efficiency and quality of the teams present in the Global Engineering Centers.

This model was strengthened by the acquisition of Aricent in 2018. Aricent relies on an industrialized service-provision model, with nearly 8,500 engineers located in India with a wide range of skills, who have gradually been integrated into the Industrialized GlobalShore® model.

Case study: co-creation of an engineering center in Morocco to perform vehicle engineering works for PSA and enable the development of derivative models

Since 2014, Altran delivers from its center in Morocco vehicle engineering works for PSA in the following areas: body structure, chassis, powertrain engineering, functional architecture, systems and modelling. The objectives of these works are to develop derivative vehicle versions, while optimizing the total cost of use, and to free up key resources in France.



FOR SCALE, SPEED OF EXECUTION, END-TO-END DELIVERY AGILITY AND COMPETITIVE ADVANTAGE

2.2 The Group's industries and clients

The Group has been providing its services for more than 30 years to leaders in 11 industries.

2



Since its creation, Altran has established itself as a key partner for all its clients; the duration of relations with the Group's top 10 clients is at least twenty years and over 30 years in the case of

Airbus. Altran is the partner of choice for Airbus and PSA in engineering and has over 50 strategic partners.

2.2.1 Automotive

With over 9,000 automotive specialists in 20 countries, the Group supports businesses in the Automotive industry in the following areas:

- **autonomous driving and connectivity:** Altran supports its clients in the innovation, development and integration of autonomous driving and driver assistance systems, *infotainment*, man-machine interfaces, V2X (Vehicle to X) connectivity and new generation electric and electronic architectures, integrating new cybersecurity and artificial intelligence issues;
- **electromobility:** the Group assists its clients in developing mobility services, electromobility solutions and innovative propulsion systems, from design to the full validation of the powertrain;

- **complete vehicle development:** Altran assists its clients in the development of complete vehicles, from the design of sub-systems (styles, architectures, body in white, surfacing, lighting systems, passive safety) to the development of variant versions of vehicles, using innovative manufacturing processes, tests and physical or virtual prototyping.

Case study: Development of new-generation infotainment systems

Altran was selected by a first-rate European car manufacturer to develop new infotainment systems. The activities go from developing the system specifications to the test, integration and key-function validation phases.

2.2.2 Aeronautics

With more than 4,700 engineers specialized in Aeronautics across the world, Altran provides businesses in this industry with services specifically adapted to their needs:

- **advanced aircraft development:** the Group assists its clients in the development of new generations of aircraft. The Group also offers them solutions to meet new challenges in the field of environment, regulations and safety, by leveraging its renowned expertise in aerostructures, fluid mechanics, thermal engineering, cabin design and innovation, physical flight

modelling, safety, systems engineering and the development of critical software systems;

- **production ramp-up and Industry 4.0:** Altran supports its major aeronautics clients in the ramp-up of their production chains and their transition to new generation smart and connected factories, thanks to the Group's expertise and recognized methods in the field of Industry 4.0, supply chain and quality management;

- disruptive services and connectivity: the Group assists its clients in the design of innovative services that enable them to create new revenues streams, in particular by drawing on the Group's experience in data analytics and connectivity, with the "VueForge" IoT solution developed by the Group.

Case study: Altran, partner of choice of NATS

Altran was named "Collaborative Partner of the Year" by NATS in 2017 for the development of FourSight, a next-generation air conflict detection tool, for which a collaborative development method was deployed. This was a contribution to NATS' commitment to the European SESAR program, a public-private inter-professional initiative to improve air traffic management efficiency in Europe.

2.2.3 Space, Defense and Naval

As an industry leader with over 2,000 specialist engineers across the world, Altran helps both long-standing and new industry players in the Space, Defense and Naval industries to tackle their challenges, in particular those pertaining to production and R&D:

- support to advanced development and production: Altran develops, together with its clients, disruptive products, supports them in their transition to smart and connected factories and provides services relating to quality control, satellite and launcher engineering, systems engineering and mechanical engineering and physics;
- disruptive services and connectivity: the Group helps its clients to boost their portfolio of innovative digital services, by developing new connected and smart systems (avionics, ground systems and operation, smart unmanned systems, real-time connected intelligence, global communications), by

offering innovation services thanks to its World Class Center "Innovation & Design" and analytical services thanks to its World Class Center "Analytics" and digital transformation services;

- security: the Group applies big data technologies in the fields of intelligence (from cyber security to homeland security), in particular by leveraging, among others, the renowned expertise of its World Class Center "Analytics".

Case study: 3D Printing - Altran manufactures objects in space

Altran designed and manufactured the "Portable Onboard 3D Printer" in cooperation with Thales Alenia Space and the Italian Institute of Technology (IIT), with the coordination and sponsorship of the Italian space agency. This system allows International Space Station (ISS) astronauts to print 3D plastic objects in a micro-gravity environment and still comply with extremely strict safety rules.

2.2.4 Rail, Infrastructure and Transport

With over 1,400 engineers across the world specialized in the Rail, Infrastructure and Transportation sectors, Altran supports businesses in these industries in the following areas:

- train design and innovation: Altran supports its clients in the design of trains applying innovation to new generations of train (e.g. the development of autonomous and smart trains and innovative designs, improving passengers' comfort), to rolling stock refurbishments, by offering mechanical design services (train interior and exterior), and the transition of clients' production systems to Industry 4.0;
- transport operation: by its systems and its innovations, Altran supports operations in the transportation field, in particular to optimize the major operators' service offers to their clients. Altran provides information systems development services for passengers, mobility services, and solutions to improve passengers' experience using cutting-edge connectivity technologies (e.g. 5G, solutions for predictive maintenance and safety);

- infrastructure project engineering and critical systems: Altran brings its systems engineering expertise to mega-projects in transport in respect of infrastructure, civil engineering and rail systems engineering; Altran provides development and certification services for new generation train control systems, by leveraging its recognized expertise in critical embedded systems, in safety and security, and its World Class Centers "Analytics" and "IoT Solutions".

Case study: COMPASS: Revolutionizing the railway customer experience

Altran was chosen by Network Rail, the British UK railway network operator, to help digitize the railways. One of the objectives of the COMPASS project is to improve the functioning of the rail network during downgraded modes of operation by speeding up the transfer and analysis of information generated by trains and infrastructures. After successfully completing the two previous parts of the project, Altran is demonstrating the feasibility of the solution in the UK rail network's test facilities.

2.2.5 Energy

Altran brings to businesses in the energy industry the know-how of 1,800 Energy specialists throughout the world in the following areas:

- industrial engineering: Altran helps energy utilities and equipment manufacturers to increase their engineering quality and performance. In particular, Altran supports its clients in their complex industrial facilities projects (project management, design, building, dismantling) and with physics and nuclear engineering services, dismantling services, compliance/safety services, and instrumentation and control systems engineering;

- **digital transformation:** the Group supports energy players in their digital transformation with tailored IoT and data analytics solutions. These services aim to transform the data they generate into new revenue streams (for example in the development of smart grids) and boost industrial performance, while ensuring the cyber security of their facilities and systems;
- **energy transition:** Altran has developed leading-edge expertise in renewable energies (wind, solar, hydro and tidal). The Group provides technical advisory services for the design of renewable energy modules and solutions, and the engineering and optimization of renewable energy farms.

Case study: Altran supports Total towards the exploration of the future

Altran has been active in the METIS® (Multiphysics Exploration Technology Integrated System) project, launched by Total in 2014 as part of the "Earth Imaging" research program led by its Exploration & Production division.

Altran is specifically in charge of designing and integrating the sensor deployment system, made up of a fleet of five drones and a ground control station. Altran is also in charge of developing the ground control station, a veritable nerve center for the drone system governing all critical orders in the fleet.

2.2.6 Industrial and Consumer

With over 2,100 specialists around the world, Altran brings to businesses in the Industrial and Consumer sectors services tailored to their areas of activity:

- **Integrated product development:** Altran offers end-to-end development of industrial equipment, machines and IoT systems - from ideation to development, and testing to deployment;
- **Advanced manufacturing and digital transformation:** Altran offers co-innovation and the integration of intelligent manufacturing techniques and technologies to improve manufacturing efficiency, productivity, and safety. Altran also assists companies in transforming products, services and industrial processes to access Industry 4.0., and in designing, developing and transforming new and existing industrial networks;
- **Engineering and consumer products:** Altran offers engineering solutions to support manufacturers of consumer goods

throughout the R&D life cycle: from ideation/conceptualization to development, including testing, prototyping, production and maintenance.

Case study: 10 years of collaboration with the world leader in smart meters

In 2019, Altran celebrated 10 years of partnership with the world leader in smart meters. Altran is a trusted supplier and preferred partner throughout the customer's organization for product engineering and IT services, including the development of smart meters and IoT solutions for water, electricity and gas utilities OEMs. Four years after assisting the customer to establish its center of excellence in India, Altran is one of its main skills centers for the development of low-level embedded software. The customer continues to grow steadily each year, with a staff of 200 full-time engineers at the end of 2019.

2.2.7 Life Sciences

Altran brings to health care players the know-how of over 2,600 specialists all over the world in the following areas:

- **innovative patient-centric product development:** Altran has positioned itself with regard to its clients as a partner in the development of safe and compliant medical solutions, in particular in the innovation and design of new products and services, the design of medical devices and product approval and testing. For this purpose, the Group leverages its expertise in complex system engineering, mechanical, software and electronics engineering, and in the management of human factors;
- **digital transformation:** Altran has positioned itself as a partner of choice to support its clients in their digital transformation with customized solutions in the Internet of Things (IoT) and data analytics with the aim of optimizing the effectiveness of the value chain, as well as with digital health solutions for patients (connected health, digital therapies, etc.);

- **industrial performance and regulatory compliance:** by leveraging in particular its World Class Center "Life Sciences Process Excellence", Altran provides its clients in the health care industry with services for the improvement of business and production processes, and processes for managing and adapting to quality and compliance requirements (quality management systems, quality assurance, remediation and quality control), process engineering (including commissioning and qualification) and Industry 4.0.

Case study: echOpen

AP-HP, Altran and echOpen partnered to **develop a low-cost, open-source ultrasound scanner (echo-stethoscope), connected to a smartphone.**

The echOpen system is intended to transform and facilitate medical diagnostics. It is intended for doctors in zones with medical facilities (accident and emergency, general practitioners) and in zones lacking them (areas of scarce medical facilities, disaster medicine, humanitarian medicine).

2.2.8 Communications

With over 10,100 dedicated specialists around the world, Altran supports businesses in the Communications sector in the following areas:

- communications services (R&D and networks): the Group's expertise covers the entire telecom cycle, namely product and system development and testing, improvement of networks' operational performances (existing fixed/mobile technologies, 2G/3G and 4G) and advanced networks' development (4G+, SDN/NFV, Cloud, 5G);
- Digital Design services: the Group has recognized skills in creating innovative client experiences, based on frog, and guides its clients from the ideation phase through to implementation, to fulfilling the new requirements of connected, mobile and secure digital applications;
- solutions for businesses: leveraging the World Class Centers "IoT Solutions and Analytics", the Group supports its clients in their operational efficiency improvement and in the development of services relating to the Internet of Things (IoT), with emphasis on data collection, transport and management.

In particular, it provides consulting services in IoT technological architecture, company private networks and in the development of customized projects and applications.

Case study: At the end of 2019, Altran had more than 50 active 5G projects throughout the world

- These projects concern all regions of the globe - North America, Europe and Asia-Pacific - for a great variety of clients, including communications service providers (CSPs), network equipment providers (NEPs) semiconductor manufacturers, large companies, industry consortia and public institutions
- **Masaki Taniguchi, Vice-President in charge of Fujitsu's Mobile System Business**, commented: "Altran was able to bring together a highly-qualified team in a relatively short time to achieve our objectives. They were able to manage various complexities independently, which made it possible to free-up time for our specialists and to concentrate on other aspects of the network. Together, Altran and Fujitsu successfully developed and deployed an entire range of 5G solutions. "

2.2.9 Semiconductor & Electronics

Altran supports companies in the semiconductors and electronics sector, thanks to the expertise of more than 4,800 dedicated specialists. Altran supports the targeted markets of electronics — semiconductor manufacturing and test equipment, analytical instrumentation and test equipment, lighting, and the Internet of Things as well as constructing smart buildings, consumer electronics and enterprise electronics — with services and solutions for product development and manufacturing, and for business efficiency and profitability. The services include:

Silicon engineering:

- End-to-end silicon design services (from specifications to silicon) for each generation of leading ICs (ASIC, SoC, FPGA, etc.);
- Comprehensive design, implementation, integration, testing and manufacturing support services for, among others, silicon platform hardware (boards, RF, power supplies, etc.), software (firmware, device drivers, BSPs, etc.), and operating systems.

Embedded systems and product engineering:

- Embedded platform engineering: design, implementation and testing of embedded systems platforms adapted to vertical end markets;

- Product engineering: design, construction, analysis, prototyping and testing of products and sub-assemblies for end markets;
- Industrialization and manufacturing: supporting the industrialization and manufacturing of products and sub-assemblies for end markets.

Manufacturing and operational transformation:

- Operational digitization/transformation: application of automation and data analysis to improve productivity: optimization of quality in relation to profitability in relation to time to market;
- Life cycle optimization: solutions to extend the revenue-generating life of existing products — from field to plant to end-of-life extension and redesign;
- Customer experience design and strategy: co-developing new ways for users to interact with products and services.

Case study: chip design services for a world leader in semiconductors

Altran provides chip design services for a system-on-chip (SoC) multi-core and multi-dies for AI applications (face detection).

2.2.10 Software and Internet

Following its strong development in the Software and Internet sector, today Altran has over 3,200 dedicated specialists in the sector all over the world:

- **enterprise software:** Altran supports leading enterprise software publishers, when modernizing and transforming their products, by integrating new functions and technologies (such as the cloud, artificial intelligence, etc.) in order to extend their useful life;
- **consumer software and internet:** Altran supports a large number of internet start-ups and giants, bringing to them experts recognized in the latest software technologies (user experience, cloud, data analysis, artificial intelligence, virtual/increased reality, blockchain, edge computing, etc.), to accelerate their development and innovation;

- **digital engineering:** backed by its expertise in the development of software products, Altran offers product and software platform development services to players in various sectors, such as the media, mass marketing and entertainment. Altran's expertise in the software and internet sector is a key factor for success to help companies accelerate the creation of new digitized and connected products and services.

Case study: modernization and strengthening of the security of the internet site BuzzFeed

To manage the overhaul of its internet site, BuzzFeed called on Altran to audit and strengthen the security of its website and services, and to improve the site's general maintainability and its integration with various advertising platforms.

2.2.11 Finance and Public Sector

Employing over 3,800 specialists in the world, Altran provides businesses in the Banking, Insurance, Business Services industries as well as the public sector, the following services:

- **core business solutions and regulatory compliance:** Altran supports its clients to become regulatory compliant with more efficiency and with better risk management, in particular by integrating core business solutions in IT systems, developing specific public administration solutions, putting procedures in place to protect against financial crime and money laundering, auditing risk management processes and performing robustness tests on critical IT systems;
- **digital transformation:** Altran partners with its clients to reinvent the customer journey and experience and to leverage client data through design thinking, advanced data analytics

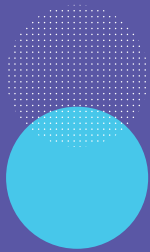
techniques, IoT solutions, robotic process automation and the application of *Blockchain technology*;

- **operational excellence:** Altran supports its clients in streamlining their operations thanks to flexible commitment models that can improve efficiency while reducing operating costs, by offering lean management and process optimization services, Product Lifecycle Management (PLM) and outsourcing services, based on the Industrialized GlobalShore® model.

Case study: management of applications with the Instituto de Informatica for the Portuguese social-security system

Altran manages the testing of applications for the social security system within the service responsible for the quality of developed software. For this, Altran works in the development of functional, automation and performance tests.





3 NON-FINANCIAL PERFORMANCE AND CSR DATA

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The Group's CSR strategy has three facets:

- **Being a first-choice employer:** offering unique career opportunities, enabling skills development and recognizing talent, promoting diversity and inclusion, while ensuring the health, quality of work life, social dialogue and employee satisfaction;
- **Taking a responsible approach:** listening to our stakeholders, adopting high quality and ethical standards, committing our partners to a virtuous approach, contributing to the UN sustainable development goals;
- **Supporting the transition to a low carbon economy:** assisting our customers in their energy transitions and reducing our own carbon footprint.

The Group operates in more than 30 countries, principally in Europe, Asia and the Americas with 50,124 employees at December 31, 2019. Unless stated otherwise, the 2019 scope of

information presented includes the following nineteen countries: Germany, Belgium, China, Spain, United States, France, India, Italy, Luxembourg, Morocco, Norway, Netherlands, Portugal, Czech Republic, Romania, United Kingdom, Sweden, Switzerland, Tunisia and Ukraine. This scope represents 88% of Group revenues in 2019 and 99% of the total workforce. Detailed information regarding this scope is set out in section 3.1 "Reporting methodology" of this chapter.

This chapter fulfills the requirements of French Order No. 2017-1180 dated July 19, 2017 and Decree No. 2017-1265 dated August 9, 2017, transposing the European Directive dated October 22, 2014 relative to the publication of a declaration of extra-financial performance. Certain information is included in other chapters of this Registration Document - for more information, refer to appendix I - Cross-reference table. The business model is therefore presented in Chapter 1.

3.1 Reporting methodology

3.1.1 Main extra-financial risks and indicators

A map of the main risks caused by the activity of the Company, created by its business relationships and its services, was produced concerning social and environmental consequences, respect for human rights and the fight against corruption, in accordance with the requirements arising from French Order No. 2017-1180 dated July 19, 2017 and Decree No. 2017-1265 dated August 9, 2017.

Based on the methodology of the Group's risks map, it categorizes the risks according to two criteria: probability of occurrence and impact. It also identifies four levels of risk: low, medium, high and maximum. This risk mapping for the reporting scope was carried out with the management teams of the main relevant functions namely, the human resources department, purchasing department, General secretary, audit department, the data protection officer and the communications department. The approach took place in three stages:

- identification and assessment of risks, notably through individual interviews, based on work done the previous year;
- consolidation and finalization of the map;
- identification of policies, action plans and associated performance indicators.

At the end of the approach, no risk related to the Group's economic, social and societal responsibility appeared as maximum.

Two risks were identified as high:

- the risk of attrition, meaning the difficulty of attracting and retaining staff in a business sector where employee turnover is very high and inherent in the profession of consultant;
- the risk related to matching skills to requirements, namely the ability of the Group to achieve and maintain the right level of skills within its teams to respond to the challenges of its customers and conduct business projects.

The policies adopted to limit these risks and the associated performance indicators are described in section 3.2.1 "Talent acquisition and retention" and 3.2.2 "Talent development".

Other risks were evaluated at the medium level:

- the health and safety risk, notably with the risk of work-related accidents concerning travel and the workplace environment, as well as the psycho-social risks harming the physical and mental integrity of employees. The measures put in place and the accompanying indicators are described in section 3.2.3 "Health, safety and quality of work life";
- the risk of non-respect for ethical principles in the management of human resources, such as equality between men and women, non-discrimination, diversity and inclusion. The policies and corresponding indicators are described in section 3.2.4 "Diversity";
- the risk of deterioration of employee/management relationships are dealt with in section 3.2.5 "Social dialogue";
- the risk of corruption by an employee of the Group. The arrangements for limiting this risk are addressed in section 3.3.2.1 "Combating corruption";
- the risk of failure to protect personal data. The initiatives carried out to ensure compliance with the GDPR (General Data Protection Regulation) are detailed in section 3.3.2.2 "Data protection";
- the risk related to the new requirements of stakeholders of the Group in environmental matters, notably investors, customers and applicants. The Group's environmental approach and its results are covered in section 3.4 "Environmental performance".

The summary of risks at the Group level is presented below for greater readability, with links to the corresponding sections in the present document. The key performance indicators, mentioned below, are presented throughout the chapter with the results for year n and year n-1 when the history is available.

Issue/Subject	Risks	Level of risk	Key indicators 2019 (non-comprehensive)	Sections of the report
HR	Attrition: difficulty of attracting and retaining staff in a business sector where employee turnover is high and inherent in the profession of consultant	High	Rate of voluntary departures Percentage of employees who have received an annual review	3.2.1. "Talent acquisition and retention"
HR	Matching skills to requirements: ability of the Group to achieve and maintain the right level of skills within its teams to respond to the challenges of its customers and conduct business projects	High	Number of hours of training Number of employees trained and percentage	3.2.2 "Talent development"
Health and safety	Work-related accidents concerning travel and the working environment, notably due to the non-sedentary nature of the work of consultants	Medium	Number of work-related accidents, frequency, severity	3.2.3 "Health, safety and quality of work life" 3.2.3.1 "Health and safety"
Health and safety	Psycho-social risks, notably related to frequent changes of missions, customers and work contexts, to the rapid changes in the necessary skills and downtime between contracts	Medium	Absenteeism rate Number of countries having a program dedicated to well-being at work	3.2.3 "Health, safety and quality of work life" 3.2.3.2 "Quality of work life"
Human rights and fundamental freedoms	Non-respect for ethical principles in the management of human resources, such as equality of opportunity between men and women, nondiscrimination, diversity and inclusion	Medium	Rate of feminization of the managerial bodies Percentage of disabled employees	3.2.4 "Diversity"
Human rights and fundamental freedoms	Deterioration of employee/employer relationships	Medium	Existence of local employee-representation bodies Number of collective agreements signed Percentage of employees covered by a collective agreement	3.2.5 "Social dialogue"
Human rights and fundamental freedoms	Non-respect for the protection of personal data, non-compliance with the General Data Protection Regulation	Medium	ISO 27001 certifications Synergi indicator	3.3.2.2 "Data protection"
Responsible practices	Corruption by an employee or subcontractor of the Group	Medium	Number of alerts received via the whistleblowing system Rate of training of priority employees	3.3.2.1 "Fight against corruption"
Environment	New requirements in environmental matters from stakeholders, notably investors, customers and candidates	Medium	CO ₂ emissions (travel, consumption of energy and paper) Number of sites and percentage of employees covered by ISO 14001 certification	3.4 "Environmental Performance"

The performance indicators used by the Group are in accordance with the guidelines of the Global Reporting Initiative, in its Sustainability Reporting Guidelines. These guidelines are available at www.globalreporting.org. According to how relevant a GRI indicator is and the availability of the corresponding

information in 2019, the Company provides full information for the GRI indicators, adapts the GRI indicator, or uses an ad hoc Altran indicator. For more details on the equivalence of reporting indicators with the GRI guidelines, see "Cross-reference table of the CSR information" in the appendix section.

3.1.2 Sustainable development goals

With regard to the United Nations Sustainable Development Goals (SDG), the Group monitors its contribution for ten of them, in line with its strategy.



SDG	Amongst the target objectives	Amongst the actions implemented	Corresponding section
SDG3 - Good health and well-being	Monitoring the health and safety of our teams	Programs on quality of life at work in countries	3.2.3. Health, safety and quality of life at work
	Improving the quality of life at work of our employees	Monitoring workplace accidents and rates of absenteeism	
	Supporting out clients who are working to improve health	Offers for the health sector	3.3.1.2 Inclusion of the expectations of clients
SDG4 - Quality education	Monitoring the training of our employees and their employability	Training programs, with monitoring the number of hours of training, the number of employees trained and the percentage of employees trained	3.2.2. Developing talent
	Maintaining a high level of skills and expertise amongst our teams	Partnerships with elite graduate schools to obtain very high-quality training courses	3.3.1.3 Relationships with schools and universities
SDG5 - Gender equality	Supporting equal treatment between women and men	Initiatives in favor of equality between women and men, studies on equality between employees	3.2.4. Diversity
	Developing diversity generally and fight discrimination	Monitoring rates of feminization of teams and management bodies	
SDG7 - Clean energy at an affordable cost	Improving the energy mix of our facilities	Encouraging the use of renewable energy in the energy mix of our buildings and monitoring percentages	3.4.3.2 The energy efficiency of buildings
	Assisting our customers in their energy transition	Offers related to the energy transition	3.3.1.2. Inclusion of the expectations of clients
SDG8 - Decent work and economic growth	Contributing to the creation of direct employment	Developing activities in the regions	3.3.1.4 Territorial, social and economic impact in terms of employment and regional development
SDG9 - Industry, innovation and infrastructure	Making technology serve the industry of the future	Advanced Manufacturing offers	3.3.1.2 Inclusion of the expectations of clients
	Contributing to R&D and technological innovation	R&I programs	
SDG11 - Sustainable cities and communities	Supporting our customers in improving transportations and developing smart cities	Smart cities and transport offers	3.3.1.2 Inclusion of the expectations of clients
SDG12 - Sustainable consumption and production	Supporting our customers in their processes to develop responsible products	Product development offers	3.3.1.2 Inclusion of the expectations of clients
SDG13 - Climate action	Reducing the carbon footprint of our activities	Initiatives to reduce the Group's CO ₂ emissions (travel, energy and paper consumption)	3.4 Environmental performance
	Supporting our clients in their environmental approach	ISO 14001 certifications	3.3.1.2. Inclusion of the expectations of clients
SDG16 - Peace, justice and strong institutions	Fighting against corruption	Application of an anti-corruption charter, accessible on the Group's intranet and Internet sites	3.3.2.1 Fight against corruption
	Fighting against tax evasion	Establishment of an e-learning course intended for employees identified as priorities	3.3.2.4 Fight against tax evasion

3.1.3 Scope of the social and societal indicators

For this seventh reporting year, the Group's continuous improvement efforts have led to the definition of a scope that incorporates twenty countries for social and societal indicators.

The scope of the social and societal indicators includes all subsidiaries wholly owned by the Company at January 1 and December 31, 2019 and having at least one employee. Only the subsidiaries over which the Company has, whether directly or indirectly, exclusive control are incorporated in the scope. These subsidiaries are consolidated using the full consolidation method. The social and societal indicators are consolidated at national level or by geographical region.

The list of companies incorporated within the scope of the social and societal indicators for the year is approved once a year by the Group finance department while ensuring that it does not have operational control over the social, environmental and societal policy of subsidiaries that are excluded from the reporting scope.

The scope of the social and societal indicators for 2018 includes the following subsidiaries:

- Germany: Altran Deutschland, Altran Service;
- Belgium: Altran Belgium;
- China: Altran Shanghai, Altran (Beijing) Technologies, Altran (Shanghai) Information & Technologies, Altran Xi'An Technologies, SiCon Tech (Shanghai);
- Spain: Altran Innovación;
- United States: Altran US, Cambridge Consultants, Synapse Product Development, Tessella, Altran Engineering Solutions US, GlobalEdge Software US, Aricent US, Altran Software US, Aricent North America, frog design;

- France: Altran Technologies, Altran Education Services, Altran Connected Solutions, Altran Lab, Altran Prototypes Automobiles;
- India: Altran Technologies, Global Edge Software, Aricent Technologies, Aricent Technologies Holdings;
- Italy: Altran Italia;
- Luxembourg: Altran Luxembourg;
- Morocco: Altran Morocco, MG2 Engineering;
- Norway: Altran Norge;
- Netherlands: Altran Netherlands, Altran Engineering;
- Portugal: Altran Portugal;
- Czech Republic: Altran CZ;
- Romania: Altran Romania;
- United Kingdom: Altran UK Holding, Altran UK, Cambridge Consultants, IRM, Tessella,
- Sweden: Altran Sverige;
- Switzerland: Altran Switzerland;
- Tunisia: Altran Telnet Corporation;
- Ukraine: Lohika Ltd.

The 2019 scope does not include subsidiaries that were financially consolidated during the reporting year or the subsidiaries of Aricent or frog outside India and the USA. The geographical regions correspond to the operating segments of Altran.

The data for GlobalEdge USA and for Luxembourg are not available for 2019.

This scope represents 88% of Group revenues in 2019 and 99% of the Group's total workforce.

3.1.4 Scope of the environmental indicators

The scope of the environmental indicators includes Group subsidiaries in accordance with the same rules used to define the scope of the social and societal indicators.

The environmental indicators apply only to the sites owned or leased by the Group. The activities that take place at each site are office activities. Our clients' sites, where consultants may work, are not taken into account. The environmental indicators apply to the Group's main sites, selected in accordance with the workforce administratively attached to them compared with the total workforce for the country. The environmental indicators that correspond to the activity of subsidiaries at their main sites are consolidated at national level or by geographical region.

The scope includes thirteen countries for the seventh reporting year. The scope of the indicators for 2019 includes sites to which at least 300 employees are administratively attached and located in the following cities:

- Belgium: Brussels;
- China: Shanghai;

- France: Aix en Provence, Belfort, Blot, Blagnac, Illkirch, Lyon, Puteaux, Rennes, Saint-Herblain, Vélizy-Villacoublay;
- Germany: Fellbach, Hamburg, Munich, Wolfsburg;
- India: Bangalore, Chennai, Coimbatore, Gurgaon, Hyderabad, Noida;
- Italy: Milan, Rome, Turin;
- Morocco: Casablanca;
- Netherlands: Eindhoven;
- Portugal: Fundão, Lisbon, Porto;
- Spain: Barcelona, Madrid;
- Sweden: Gothenburg;
- United Kingdom: Cambridge;
- Ukraine: Odessa.

The staff members employed at the 35 sites included in the environmental reporting scope represents 78% of the Group's total workforce.

3.1.5 Period

The indicators cover the period from January 1 to December 31, 2019. The data are collected on December 31 of each year as a state of play at that date or at the end of the period under consideration. To facilitate their collection and processing, some

data may be collected earlier in the year. The data for any remaining months is then estimated in accordance with the assumptions set out in the description of the indicator.

3.1.6 Non-relevant information

In accordance with the Group's reporting framework, the following information does not appear to be relevant, in the light of the Group's business activity of providing intellectual services, and has not been reported:

- **Measures taken to prevent food insecurity:** the Group's business activity of providing intellectual services to companies presents no direct negative impacts or significant risks with regard to food insecurity. Employees have access to company restaurants managed by external service providers or are provided with restaurant vouchers.
- **Measures taken to combat food waste:** the Group's business activity of providing intellectual services to companies presents

no direct impacts or significant risks in the area of combating food waste. Employees have access to company restaurants managed by external service providers or are provided with restaurant vouchers.

- **Measures taken in favour of animal welfare:** the Group's intellectual services activities to companies do not have any direct impacts on or pose any major risks to animal welfare.
- **Measures taken in favour of responsible, fair and sustainable nutrition:** the Group's intellectual services activities to companies do not have any direct impacts on or pose any major risks to responsible, fair and sustainable nutrition.

3.1.7 Reference framework

A framework for reporting social, environmental and societal data was introduced in 2012 and is updated annually. This framework is revised following data consolidation and verifications, comments by contributors and Statutory Auditors, the improvement plan and any change in the Global Reporting Initiative's guidelines. The framework sets out the methodologies to be used for the indicator reporting process: scope, frequency, definitions, methodological principles, calculation formulae and standard factors. The methodologies for some indicators may have limitations and be the source of uncertainties related to the estimates made for missing data, calculation errors and omissions, and simplifying assumptions.

The following should be noted for the data published in this report:

1. **total workforce in scope:** the workforce includes employees on fixed-term or permanent contracts, full- or part-time, and on work-study contracts and internships;
2. **recruitment and departures:** contract changes are not considered to be recruitment and departures. The reasons for departure include the conclusion of contracts, dismissals, resignations, retirement, the end of trial periods, notifications of breach of contract, early conclusion of fixed-term contracts, contractual termination of an employment agreement, death and the transfer of a subsidiary abroad;
3. **rate of voluntary departures:** a methodological change was introduced in 2019, which involved a different source of data being used (reporting of entities vs the Group's management control) taking only resignations into account, enabling greater consistency with the CSR scope;
4. **absenteeism rate:** the days of absence include absences for common illnesses, workplace and traveling accidents, occupational illnesses, and absence without leave or unpaid leave. The days of absence are calendar days starting from the date of the accident or illness except in Italy and India where working days are used;
5. **workplace accidents:** these include lost time workplace accidents (on duty), fatal workplace accidents and accidents occurring during business travel. The frequency rate and severity rate are calculated using the number of hours theoretically worked over the period. There is no maximum number of days recorded for the same absence;
6. **training:** training hours may include any face-to-face training, e-learning induction programs, internal workshops with a clear training objective, sessions during the performance of an assignment and training undertaken by an employee whoever the provider may be (internal or external). The training hours are those effectively completed by the employee, except in France where the hours invoiced during the period are recorded. Training hours that were invoiced during the period but that have a completion date later than December 31, 2019 represent 45% of carried over hours in France. In Spain, trainings completed at more than 75% are recorded in full;
7. **percentage of employees registered as disabled workers:** this percentage is calculated on the basis of the number of employees registered as disabled workers on December 31 of each year and the total workforce of the scope. The published percentage for France is therefore different from that reported using the official French calculation method provided by AGEFIPH (French association for the management of funds for the integration in the workplace of disabled people);

- 8. paper:** paper used for printers in solely A3 or A4 format and purchased for employees working at sites included within the scope (excluding the consumption of paper by employees working at customer sites);
- 9. business travel:** in India, the number of kilometers traveled by air or by train is estimated on the basis of standard journeys. While some countries allow employees to use their own vehicles, in Portugal, company cars may also be used for private purposes, at the weekend and during holidays;
- 10. energy:** primary energy consumed (electricity and natural gas);
- 11. GHG emissions:** Greenhouse gas emissions are calculated based on primary energy consumption, business travel by train, plane (reported as km traveled) and car (reported as liters of fuel used) and paper use, and based on emission factors of the ADEME's Base Carbone (emission factor in force when the data was consolidated).

3.1.8 Responsibilities and monitoring activities

The reporting activity is coordinated by the Group's communications department which defines, with the relevant Group departments and an external consultant, the list of performance indicators and the reporting framework that supports them.

Some data are available directly from the relevant Group departments or have been previously collected. The other data to be collected from subsidiaries are the responsibility of a Group Director or of the consultant. In this case, a contact point is identified in each country or subsidiary.

The Group communications department consolidates the data with the relevant Group departments and a consulting firm.

The Group carries out consistency checks with the previous year and between the data collected from the countries, and checks the scope, unity, completeness and implementation of the framework in order to enhance the reliability of the information published.

3.2 Social performance

The Group's business essentially relies upon the men and women in each of its subsidiaries. The Group's human resources priorities for 2022, defined in line with the strategic plan *The High Road, Altran 2022*, and based on the Engaged People program initiated in 2016 (involvement of employees), is built around four main policies:

- "employer of choice", including the process of integrating new employees, quality of work life, satisfaction of employees and employee/employer dialogue;
- "unmatched global footprint and opportunities", including a focus on international mobility and project rotation;
- "promoter of meritocracy", with the performance-recognition policy and the identification of high potential, as well as diversity as a performance booster;
- "competence development enabler", including training and talent development.

3.2.1 Talent acquisition and retention

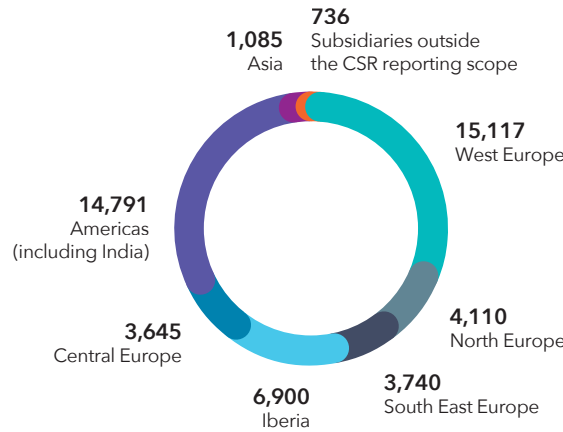
Altran's core business is based on its human capital. As specified in the CSR risks map in section 3.1.1, attrition is an important risk for the Group. The shortage of talent and skills in engineering is generating difficulties in attracting and retaining employees in a

business sector where employee turnover is high and inherent in the profession of consultant. The strategy to acquire and retain talent is critical for the Group.

3.2.1.1 Changes to the workforce

The Group’s workforce included within the scope of the social, environmental and societal information at December 31, 2019 (total workforce within the scope) is 49,388 employees or 99% of the Group’s total workforce (50,124 employees).

The workforce is divided between the geographical zones as follows, demonstrating the Group’s continuing internationalization.



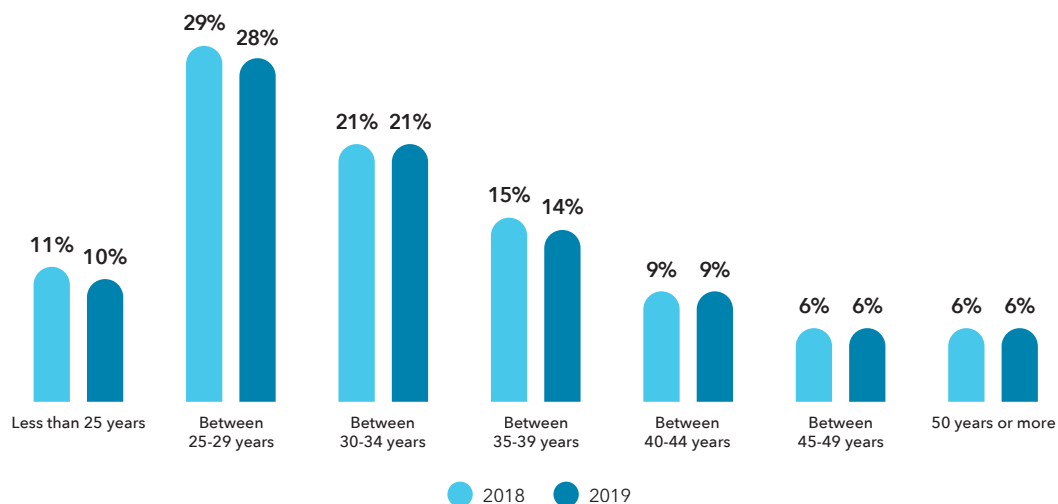
The geographical regions correspond to the operating segments of Altran. The 2019 scope does not include subsidiaries that were financially consolidated during the reporting year.

In 2019, 16,195 new employees were hired by the Group (for the entire scope), all types of contracts combined (interns, fixed-term/permanent contracts, etc., see section 3.1.7 “Framework” of this chapter). The number of leavers, for whatever reason, over the same period, was 11,277. The rate of voluntary departures, indicator used to monitor attrition, is 20,4% for 2019

for the entire Group, against 24% in 2018(it should be noted that a change in methodology took place in 2019). It measures the resignation rate in relation to the average number of employees over the year, and helps monitor the Group’s ability to retain its employees in a sector where employee turnover is very high and inherent in the profession of consultant.

The Group’s workforce was 28.4% female within the scope in 2019, against 27.4% in 2018, representing 14,047 female employees and 35,341 male employees.

Age group pyramid



The proportion of employees for whom age is incomplete or inconsistent in 2019 represents 5% of the scope’s workforce.

3.2.1.2 Talent acquisition

The Group has established a recruitment policy (*Altran group Talent Acquisition Policy*) that defines the framework and guidelines for the hiring process, with the aim of ensuring transparency and objectivity and respect for ethical principles. It has also determined its strategic requirements for skills to fulfill the requirements of its customers (*Altran group Strategic Resources Needs*), which is formalized in a document that is updated annually and shared with the executives and managers of local human resources. These are used to orient recruitment and the training of employees.

In 2019, the Group began to introduce a "Capacity Planning Talent Acquisition Resources Management" (CPTARM) plan. It aims to align recruitment with client needs (short and medium term) and with the skills available within the organization. This means that recruitment is fully embedded in the other business processes, so that the talent indispensable to the success of Altran and its clients can be recruited and the necessary training in niche markets can be anticipated.

In order to promote internal mobility, the Group has provided employees in Germany, Belgium, Spain, United States, France, Italy, Morocco, Mexico, Portugal, Czech Republic, Romania, United Kingdom, Scandinavia, Switzerland, and Tunisia with an online platform called "ATS" (*Applicant Tracking System*) as well as a career page on the Group's website. This improves the visibility of offers and transparency to employees. An online co-opting functionality is also available through the ATS platform in order to involve employees in attracting talented people from the market.

The Group is particularly active in attracting external candidates, with targeted communication campaigns, recruitment events and relationships with target schools. In France and in Luxembourg, the Group also organizes "Talent Nights" and "Innovation Days" to promote knowledge of Altran and its career possibilities, and identify future talent. Talent nights were organized in 21 cities in 2019.

3.2.1.3 Performance management and identification of high-potential employees

The Group wants to develop its talented employees to enable them to perform at the highest possible level and to retain them. The Group has therefore introduced a shared platform for annual assessment interviews based on a harmonized process across the different geographical areas. As a result, in 2019, 29,460 employees had a performance assessment interview, i.e. 64% of the workforce⁽¹⁾. In order to encourage the feedback culture, employees are given the opportunity to raise with their managers major subjects such as:

the review of annual objectives;

- the setting of new annual objectives;
- the assessment of competencies;
- the overall annual performance;
- the identification of training needs for the current position but also to support development goals in the short, medium and long term;

- career development goals (functional or geographical mobility, promotion, etc.).

Internal surveys are also carried out each quarter with the E-Sat tool (employee satisfaction), to ensure employee engagement and the right positioning of the Group in its local markets.

In the coming years, the Group wants to capitalize on the reporting and assessment tool integrated in the platform as part of its Talent Review process by including information about employee's potential and prospective successors. Indeed, the Group is promoting internal career development and wants to be able to identify its high-potential individuals in order to prepare them to be future leaders in both local and head office positions. The Talent Review process includes succession planning which is carried out in order to ensure business continuity and to ensure that employees benefit from succession plans wherever they are based.

Talent reviews have already been launched in certain countries and on certain functions of the Group.

3.2.1.4 Remuneration trends

Principles

The purpose of the Group's remuneration policy is to contribute to the satisfaction and retention of employees and to achieve the Group's ambitious objectives. It forms part of *The High Road, Altran 2022* strategic plan. The Group wants to attract, develop and retain talented people while supporting the Group's transformation.

The Group offers its employees a remuneration scheme as part of its ongoing concern to combine external competitiveness and internal fairness. For the Group, the rewarding of individual and collective performance is a vehicle for engaging with and improving the company's overall performance. Career Management Committees have met in all entities, thus helping to monitor changes to the payroll.

Personnel expenses

The personnel expenses for the Group as a whole amounted to €2,150.4M in 2019 (vs €1,954.7M in 2018).

Depending on local regulations, the structure of the pension plans proposed by all countries to their employees is principally based on defined-contribution pension plans.

Senior management remuneration

Around 200 Senior Leaders holding the highest positions within subsidiaries and at Group level benefit from individual monitoring by the human resources department in terms of their development and remuneration. The variable element of the remuneration scheme for Senior Managers is common to all countries, managed by the Group and subject to an annual review of objectives in order to ensure that it is aligned with the company's strategic direction and supports the Group's transformation.

(1) Data non available for Altran Italia

3.2.2 Talent development

Ensuring the development of employees and that skills match the requirements of our clients' projects is a priority for the Group. It is both a factor in retaining our talent, in a sector where team turnover is high and inherent to the profession, and a critical business issue enabling successful completion of the missions assigned by our clients.

3.2.2.1 Talent development principles

Talent development is a key issue in the transformation and performance of the Group and has a dedicated policy (Altran group Learning & Development policy). The aim is to adapt skills to requirements in the short, medium and long terms, and to retain employees by offering them training opportunities and improving their employability. Training is a key challenge in the Group's transformation and performance.

In order to meet business challenges, in 2018 the Group introduced a virtual academy (Altran Academy) comprising a number of training programs. They are supported by a varied range of training and development solutions including: face-to-face training and e-learning, online training, coaching and mentoring, webinars and access to specialist technical documentation. The Academy's structured programs include:

- the Insights Discovery program that was introduced for roughly 2,000 employees from mid-2017, allowing them to identify their preferences and to improve their interactions with other people for employee and organizational development;
- a shared on-boarding process that was also launched in most of the Company's countries to ensure that any new employee understands the Group, its strategy and its businesses. Another objective is that every new employee is able to benefit from local support from their line management and a "buddy" in order to develop a strong relationship with their working environment, colleagues and management and start working for our clients within a short time frame;
- the Group has improved its training for first line consultants (Team Managers) and for sales teams to extend their knowledge of the Group and its goals, and to strengthen their commercial and managerial skills. This international program is delivered both through face-to-face and telepresence methods and by e-learning. The duration is 5 months;
- as our objective is to provide the best service to our clients (both in terms of deadlines, budget and quality levels), a course dedicated to Senior Project Managers spread throughout Europe was built in 2019 and will be rolled out in 2020 and 2021. It will have the aim of improving their skills in the complex topics of project management, team management and negotiation. The course lasts 4 months, and alternates plenary sessions and application in the field. Every employee is invited to be active in its own development through the internal "FOCUS" (Formal Training, On-the-Job Learning, Coaching, Unstructured Learning, Special Assignments) model which promotes diversity in learning methods. This includes participation in conferences, discussions within trade associations or professional communities.

3.2.2.2 Training, the foundation for employee development



"Core" and "Non-Core"

The Group Human Resources Department ensures the consistency of the strategic guidelines at a global level in terms of training and skills development, while managing so-called "corporate" or "core" training which contributes to developing a shared foundation.

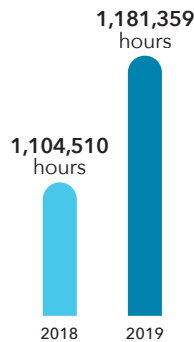
The Altran Academy training programs presented above form part of a common foundation ("core") and are in addition to training provided locally ("non-core").

The Group is a knowledge-based company, which encourages its different subsidiaries worldwide to promote training and development initiatives by business lines.

New training methods such as Massive Online Open Courses (MOOC) or Corporate Online Open Courses (COOC) have been introduced in some countries. Belgium launched its first COOC in 2017 to improve employee integration journey, program which has been extended to France as of September 2018. In Belgium again, but also in the Netherlands and Luxembourg, the Group is offering a program for high potential consultants called the "Ambassadors Program". Some 50 consultants, selected through talent reviews, have benefited from a two-year program including training and quarterly sessions with different speakers. Rewarding the exceptional performance of the consultants, this program aims to make these high-potential individuals into agents of change. The program has been developed in partnership with two Belgian business schools.

In France, Altran has entered into a partnership with CentraleSupélec to co-develop a dedicated training course leading to a qualification for its employees. The first 27 participants have completed the course and graduated.

Hours of training



Training is a key topic in the development of the Group's employees, resulting in a high number of hours of training and of employees trained. In 2019, 1,181,359 hours⁽¹⁾ of training were provided to the employees of the subsidiaries within the reporting scope, compared to 1,104,510 hours in 2018.

The total number of employees trained was 35,407⁽²⁾, representing 72% of the workforce within the scope, compared with 32,509 employees trained in 2018 (72% of the 2018 scope).

3.2.3 Health, safety and quality of work life

3.2.3.1 Health and safety



The Group is committed to ensuring the health and safety of its employees and complies with all national and EU legislation and directives on this subject. The Group establishes workplace health and safety and professional risk assessment policies in each country. They cover the generic risks which concern all employees, such as professional travel, risks related to projects and sectors in which our consultants work (ionizing radiation, etc.), the risks that concern the workstation and work premises, as well as psycho-social risks. Accident-prevention and information actions are regularly organized in the various countries, according to priorities: prevention of risks of falling on the premises, awareness of road-travel risk, winter illnesses, measures to develop well-being at work (see 3.2.3.2 "Quality of work life"), etc.

Workplace Health and Safety Committees are mandatory in Belgium, France, Italy, Luxembourg and the Netherlands. In Germany, only safety is a legal requirement but health is

nonetheless incorporated. The Group also has Health and Safety Committees in Spain, India, Morocco, Portugal, the Czech Republic, United Kingdom (Cambridge) and in Tunisia. In the United States, every quarter, Synapse brings together a small group of employees to discuss questions of safety. A mechanism also enables employees to report any accidents, injuries or safety problems. Still in the United States, Cambridge offers health insurance which provides preventive care as well as health resources.

In Spain and Italy, the workplace health and safety policies put in place are the subject of an agreement with the employee representatives.

In France, the "responsible contract" took effect on January 1, 2018 with an adaptation of health-insurance and death/disability insurance coverage.

Several sites in France, Italy and India also have OHSAS 18001 or MASE (health and safety management) certification.

As part of its policy on professional travel, the Group also has an assistance and repatriation contract with International SOS for all of its employees, to inform and assist employees during their travel abroad.

	Total 2019	West Europe	Northern Europe	South East Europe	Central Europe	Iberia	Americas (including India)	Asia	Reminder Total 201
Number of workplace accidents	99	66	0	18	2	13	0	0	118
Workplace accident frequency rate*	1.79	2.75	0	2.71	1.81	1.07	0	0	1.89
Workplace accident severity rate*	0.02	0.04	0	0.01	0.06	0.01	0	0	0.03
Absenteeism rate**	2.81%	2.38%	3.24%	1.72%	7.01%	2.04%	2.27%	0.82%	3.36
Occupational illnesses	5	1	0	0	0	4	0	0	7

* Data unavailable for India and Germany

** Data unavailable for India

(1) Data non available for IRM and Synapse Product Development

(2) Data non available for IRM, Synapse Product Development and the United States

3.2.3.2 Quality of work life

In several countries, the Group introduces policies on quality of work life and offers activities or services that encourage workplace well-being and its employees' work-life balance. In 2019, nine countries have developed a specific program.

In Belgium, initiatives related to workplace well-being are based on training to combat stress or to improve time management.

In Romania and Sweden, employees have access to private medical services, health insurance and several preventative health activities.

Other countries, such as the United States, offer sports-related programs with loans of equipment (smartwatches), financial support for fitness programs or sports centers.

In France, regular awareness-raising initiatives are in place. The Company Day, "*J'aime ma boîte*", which took place in October 2019, promoted sport and well-being with the

organization of a sports challenge where employees rose to the challenge of traveling 120,000 km by walking, running or pedaling.

In the Netherlands, a new initiative called "Work Stress Week" was put in place in 2019 to carry out preventive actions against stress at work. Throughout the week, employees are provided with information, coaching, massages and other actions aiming to reduce stress amongst employees.

In Portugal, a program of active breaks ("*pausas ativas*") was put in place, with the regular arrival of a sports coach touring the offices to have employees do 15 minutes of exercises.

In Spain, employees have a catalog of well-being activities and programs, such as training on healthy food, training in postural health and training in controlling stress (mindfulness, laughter therapy, Qi gong).

3.2.4 Diversity

3.2.4.1 Gender equality



Principles

In line with its Ethical charter, the Group promotes diversity and inclusion, and their benefits for employees and the company, with a focus on gender equality. Actions at Group level and local level have been implemented. In addition to respecting the fundamental principle of employee equality, these initiatives are intended to:

- improve the organization's performance and well-being in the workplace;
- attract and retain talent;
- enhance its brand image and reinforce employee commitment;
- reduce regulatory risk.

Group initiatives

The "Women in Engineering" network, which was launched at the 2013 International Paris Air Show, is the result of an initiative taken by three Group Directors and several "women leaders" from Safran and PSA groups, in order to set up a global discussion platform for women executives in the world of engineering. These change agents share the ambition for concrete change and are inspired by the same performance and growth aspirations.

Each year, at the time of International Women's Day in March, Altran also promotes its female employees, both internally and externally, by publishing their testimonials.

Local initiatives

Local initiatives are in place in several countries in order to contribute to developing gender equality within the Group. Gender equality policies are in place in Germany, China, Spain, the United States, France, India, Morocco, Czech Republic, United Kingdom, Tunisia and Ukraine.

In France, a company agreement was signed in 2019 on professional equality between women and men, including four main areas of action, covered by the measures associated with commitments or objectives for progress: remuneration, promotion, training and the connection between professional activity and family responsibilities.

In the United Kingdom, the Group is taking part in the Women in Science & Engineering (WISE) initiative. A special Committee is analyzing the statistics on women in engineering (salaries, maternity benefits, etc.) in order to define improvements in gender equality.

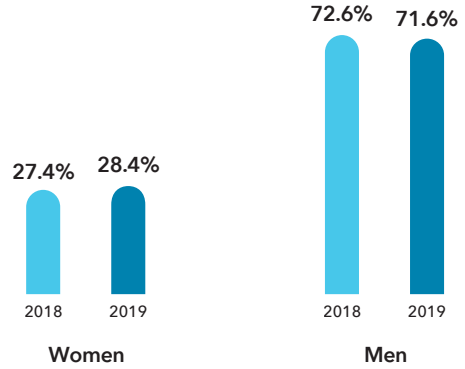
In Portugal and Spain, employees celebrated diversity as a whole through the initiative #WEAREALTRAN. Hundreds of posters, cards and videos promoting diversity were disseminated and distributed on the premises, with the support of a big communication campaign.

In Switzerland, a women’s engineering network was launched within Altran in 2019.

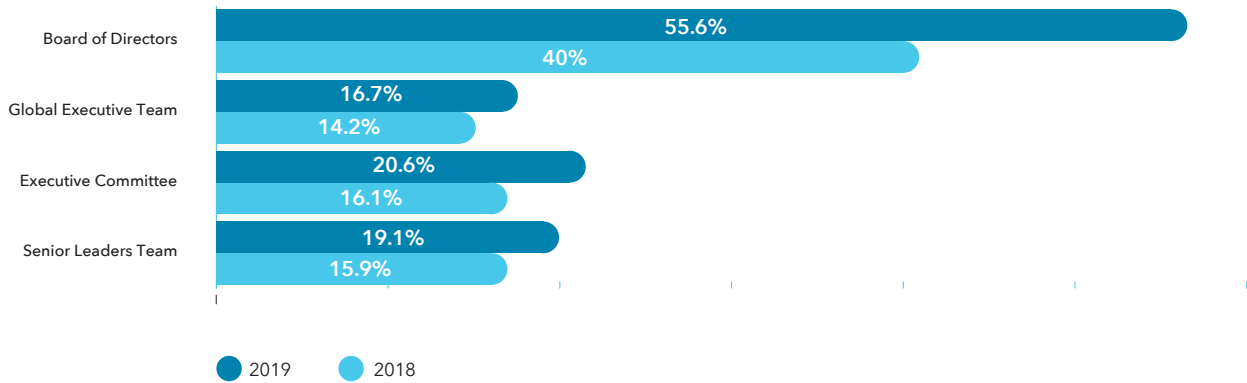
In India, a mandatory e-learning course was launched in 2019 to ensure that all employees know the policy for preventing sexual harassment. The company also continued the WSponsor program, an exclusive program for sponsoring the most talented women in the organization and supporting their professional development through specific training courses. Objective: to enable them to assume the most important roles and responsibilities. 51 women are thus supported by 29 sponsors. As part of the Arise program, women are supported in developing their skills in Advanced Computing, thus improving their employability in the information technology sector.

Gender breakdown within the workforce

In 2019, the workforce of the scope was composed of 28.4% women and 71.6% men.



Percentage of women within the administrative and executive bodies



3.2.4.2 Employment and integration of disabled people

The Group employs disabled workers in Germany, Belgium, China, Spain, France, India, Italy, Morocco, the Netherlands, Portugal, the Czech Republic, the United Kingdom, Romania and Ukraine. The average number of disabled workers was 1.42%⁽¹⁾ of the workforce within the 2019 scope, compared with 0.86% in 2018.

	Germany	China	Belgium	Spain	France	India	Italy	Morocco	Netherlands	Portugal	UK	Ukraine
Percentage of employees registered as disabled workers	2.41%	0.09%	1.14%	0.2%	2.15%	0.28%	1.71%	0.05%	0.23%	0.38%	0.3%	0.19%

In 2019, in France, the Group signed its second company agreement in favor of the employment and integration of disabled people, with the unanimous support of the trade unions. The new Handicap 2019-2022 agreement is built around three main topics: recruitment, the continuation of ongoing efforts, notably on maintenance in employment, and improving communication with personnel representatives.

Focus on the Disability team in France: making diversity a sustainable driver of performance

Since May 2009, with the support of the Disability team in France, the Group has been promoting diversity in all its forms and making it a source of strength and wealth. The creation of the Disability team demonstrates the Group's commitment to introducing a policy to support the employment of disabled people.

The Group's objectives are three-fold:

- to recognize, integrate and value differences;
- to develop partnerships with the sheltered sector;
- to change minds and behaviours in the company towards disability.

Various initiatives have been introduced in order to support Altran's disabled employees and gain acceptance for diversity in the Company.

Awareness-raising initiatives

The Group conducts awareness-raising initiatives for employees on a regular basis. At the time of the European Disability

Employment Week (EDEW), the Company set up events on its various sites to raise the awareness of employees concerning various situations of disability, visible and non-visible, and enable them to see things from the point of view of a disabled person.

The sheltered sector

The Group calls on companies from the sheltered sector for its subcontracting needs and has introduced concierge services at its Paris region's sites. In this way, the Group plays a role in maintaining and creating employment by offering employees from ESATs (vocational rehabilitation centers for disabled workers) the opportunity to develop in an "ordinary environment".

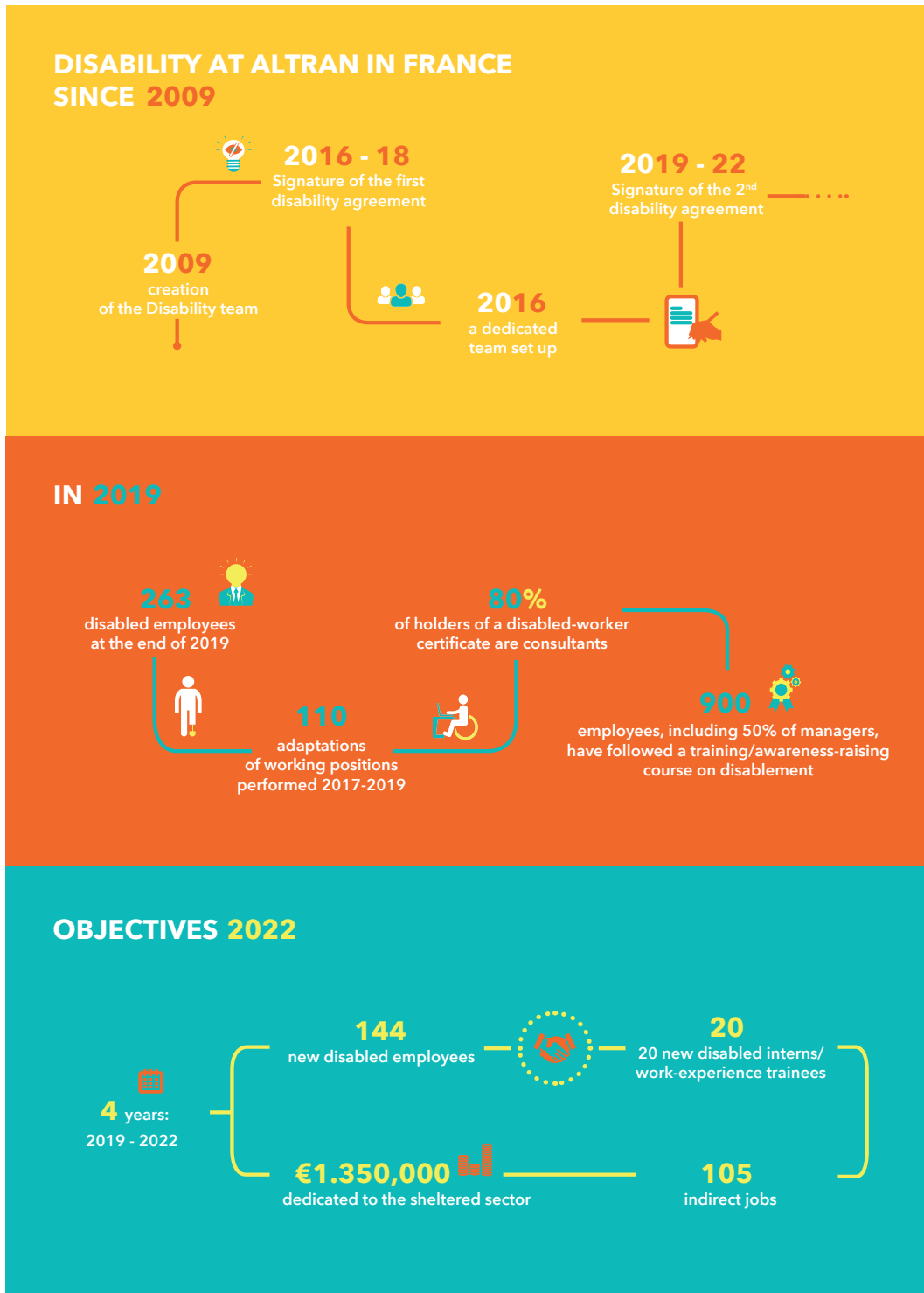
Partnerships

The Group has established partnerships with several associations and organizations to receive interns to promote the employment of the disabled through work-experience or training, such as HandiPlume, Many Rivers and numerous professional rehabilitation centers throughout France.

In 2019, the Disability team also took part in numerous forums and dedicated exhibitions, such as: Handicafés, Handijob, Adapt forum, or dedicated job dating sessions, such as Cancer@work. It also has numerous partnerships with Schools and Universities: GEM (Grenoble), UPS (Toulouse), CRM Mulhouse, CRP Millau, ICN Business School, ICAM, ESTACA.

The Group has also been an "Official Partner" of the 4L Trophy through its Disability team, and supports six teams including a mixed disabled/non-disabled team, "Les Rescapés".

(1) Data not available for the United States, Cambridge Consultants and IRM.



3.2.4.3 Anti-discrimination policy

Anti-discrimination policies are developed locally in accordance with current legal and regulatory provisions. The Group is a signatory of the diversity charter in Belgium, France, Italy and Spain.

In France, the Group is committed to supporting the integration, maintenance in employment and improvement of the quality of work life of employees affected directly or indirectly by cancer. It

has been a "pioneer" partner of the organization Cancer@Work since 2013 and was the first company to sign the charter.

In India, the Arise program includes a Diversity and Inclusion section, with actions in favor of the employability of women, the disabled and the LGBTIAQ+ (lesbian, gay, bisexual, transsexual, asexual, etc.) community.

3.2.5 Social dialogue

Within the Group

The Group considers that social dialogue is an essential part of a progressive social policy and contributes to the Group's successful operations. An ongoing social dialogue enables constructive relationships to be maintained. The Group has therefore been working with a Special Negotiation Body (SNB) to introduce a European Works Council (EWC). An agreement on how the EWC should function (membership of the Committee, scope, organization and functioning, etc.) was signed with unanimous agreement in September 2018 and was the result of a constructive negotiation between the Group's management and the members representing 14 trade unions and 7 national Works Councils.

Altran's European Works Council has met four times in 2019. The meetings are chaired by the Group's human resources Director and bring together all the elected personnel representatives from 10 countries. The EWC is consulted on all transnational affairs in Europe.

At the local level

In accordance with applicable legislation, the Group has employee representatives in Belgium, France, Germany, Italy, Luxembourg, Morocco, the Netherlands, Spain (Altran Innovación) the United Kingdom (Cambridge Consultants), Romania, Switzerland and Tunisia.

55% of employees in the reporting scope are covered by a collective bargaining agreement (against 49% in 2018). 100% of employees are covered in Germany, in Belgium, Spain (excluding interns and employees of ACIE), France, Italy (excluding interns), Tunisia and Sweden, 88% in Portugal and 50% in Romania.

In Italy, six collective agreements are in force. They cover working time, meal vouchers, productivity bonuses, the social aid program,

sexual harassment, union relationships and days off for sick children. Two new collective bargaining agreements concerning notably professional equality were signed over the year in Spain. In France, four new agreements were signed in 2019 (agreement covering recognition of the Economic and Social Unit (ESU) composed of the companies Altran Technologies - Altran Lab - Altran Education Services - Altran Prototypes Automobiles, agreement on social dialogue and on setting up an Economic and Social Committee within the ESU, Altran group agreement in favor of the employment and integration of disabled people 2019-2022 and the agreement on professional equality between women and men). Germany has signed 18 agreements in areas such as annual appraisals, customer satisfaction and job offers.

In France, the professional elections of December 2019 enabled the new Economic and Social Committee to be set up, which is responsible for negotiating and signing, with the management, agreements applicable to employees of the economic and social unit comprising the companies Altran Technologies, Altran Lab, Altran Education Services and Altran Prototypes Automobiles. The "Engaged People" consultation approach with employees, initiated in 2016, was also renewed for the third consecutive year. A collaborative digital platform was deployed for 10 weeks, with more than 4,000 participants and 20,000 votes. After a first exploratory phase via open questions, the employees were able to dialogue and make proposals. Backed by these recommendations, the management committed to a concrete action plan, for example, promoting working from home or training in the professions of the industry of the future, with prestigious schools such as CentraleSupélec and Sup'Aéro.

Internal surveys are also carried out with the E-Sat (employee satisfaction), tool at the level of the various geographical locations of the Group. Employees can also send their questions or communicate their opinions via the Human Resources Managers.

3.2.6 Promotion and compliance with the provisions of the fundamental conventions of the International Labor Organization

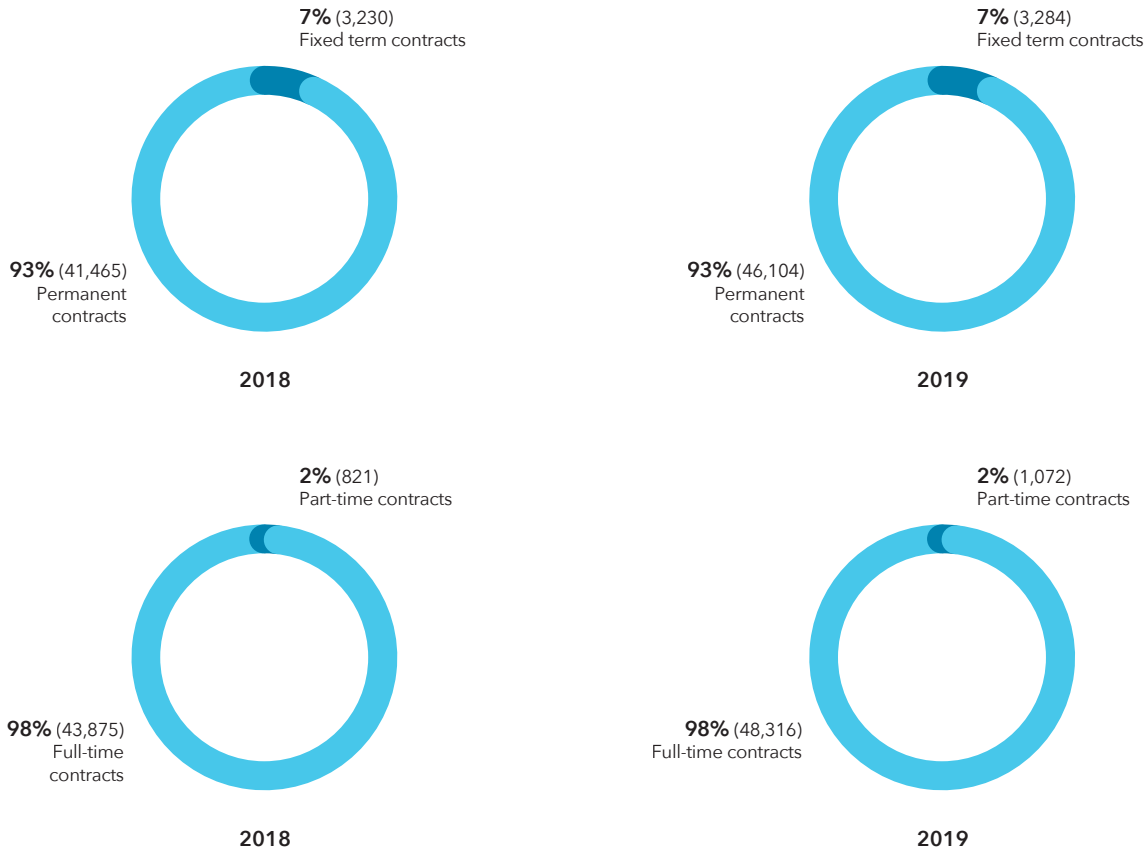
The Group is a signatory of the United Nations Global Compact and the diversity charter in Belgium, France, Italy and Spain. Commitments to eliminate employment and vocational discrimination are incorporated in the Company's Ethical charter and in local Ethical charters and codes.

The Group complies with all legislation on human rights and on working conditions in the countries where it operates (in

particular, those relating to respect for the freedom of association and collective bargaining rights, the abolition of all compulsory labor and the effective abolition of child labor). Given the Group's activity (provision of intellectual services), the social risk of infringing human rights is low.

3.2.7 Other social information

As the Group wishes to retain the loyalty of its employees, the rate of fixed-term contracts is low. Temporary workers are included in fixed-term contracts.



Interns are considered full-time.

3.3 Societal performance

The Group is committed to ethical behavior and complies with all legal and contractual provisions to combat corruption and to protect personal data. The Group ensures that, in the light of its risks and impacts, appropriate and responsible procurement policies and initiatives are implemented.

Through its patronage activities, the Group is seeking civic engagement by deploying its consultants' expertise for public interest purposes.

3.3.1 Stakeholders and local development

3.3.1.1 Basis for stakeholder dialogue

The Group's stakeholders are groups of individuals or legal entities who significantly affect or are affected by its activities, or who play a key role in maintaining the credibility and legitimacy necessary for the company:

- clients;
- employees and their representatives, applicants and alumni;
- shareholders, financial institutions and financial analysts;
- partners, suppliers and subcontractors;
- educational institutions;
- public or private research centers;
- the media;
- public national and local authorities;
- developers of innovative projects;
- sector companies;
- company associations or clubs and occupational trade unions.

Information, consultation and discussion tools are developed for these stakeholders to be available and used throughout the year, such as the Internet and Intranet sites, social networks, etc. Other discussion tools come into play once or twice a year such as satisfaction surveys, exhibitions, events, etc.

3.3.1.2 Inclusion of the expectations of clients



The Group is particularly attentive to its clients, to best anticipate changes to their business but not only.

Products and services linked to Sustainable Development Goals

Altran has developed specific products and services to support its clients in their efforts regarding the UN's Sustainable Development Goals. Here are some examples:

- **Energy transition and climate change** - Altran works with many companies rising to the challenges of the energy transition in the automotive, transport, aerospace and energy sectors, etc. The Group has developed key expertise in renewable energies and is positioning itself as a trusted partner for all players seeking to reduce their carbon footprint. Altran is supporting TOTAL in its METIS project, which aims to develop the first fleet of industrial drones, limiting human intervention on the ground and the carbon footprint of exploration phases. The Group is supporting Vestas, a wind power specialist, in its approach to sustainable energy in India. Tessella, the Group's World Class Analytics Center, has also supported Akzonobel, leader in paints and coatings, to use data analysis to maintain ship fleets and anticipate corrosion, reducing fuel consumption. Altran is working with the Hyperloop UPV team to develop a revolutionary and environmentally-friendly land transport system. With Airbus, in 2018, Altran won the Crystal Cabin Award for electronic printing technology, which will ultimately remove the need for cables in cabins, reducing the weight of aircraft and fuel consumption.
- **Smart cities** - Altran is supporting local authorities in their technological and societal changes. The Group has partnered with Vodafone to make Milan the 5G capital, which will ultimately result in new innovative projects in the fields of health, education, transport, energy, etc. The Group has also designed and produced the 2getthere People Movers, autonomous electric shuttles, which provide environmentally-friendly, intelligent passenger transport. Cambridge Consultants joined forces with the Redbarn Group to develop VeriTherm, a fast, simple tool to check the thermal performance of new buildings. Altran received funding of €12 million from the region of Castille and Leon to develop two High Altitude Platform Pseudo Satellite (HAPS) prototypes, uninhabited stratospheric aircraft powered exclusively by solar energy, which can be used for telecommunications, defense, security or observation of the Earth. Altran is also a founding member of the Urban Mobility community of the European Institute of Innovation and Technology. 13 cities, 17 manufacturing partners and 18 universities and research centers have been selected to provide sustainable urban mobility solutions.
- **Connected health** - Altran is very active in the healthcare sector, and is helping industry leaders to develop new generation healthcare. The new technologies make it possible to design innovative patient-focused products, and to digitize life sciences thanks to the Internet of Things and Big Data. Altran is helping Biovotion to develop discreet, safe medical surveillance solutions, enabling customers and patients to continue their positive lifestyles and enjoy the best possible health. Aspect Imaging joined forces with frog to make Embrace™, a baby-centered neonatal MRI designed for premature babies and the medical teams that care for them. This innovative system can be placed directly in the neonatal intensive care unit, considerably cutting the transport and preparation time usually required to scan fragile newborns. Frog has also helped PSI, a global healthcare organization, to develop family planning in Mozambique and encourage teenagers to take a responsible attitude to contraception via a televised series. Cambridge Consultants partnered with Waymap to create a unique smartphone service to help the visually impaired navigate complex indoor spaces, such as public transport centers, using audio instructions which are precise to within one step.
- **Advanced manufacturing** - The development of new technologies for manufacturing businesses opens up new opportunities to improve plant productivity. Altran's World Class Advanced Manufacturing Center helps major manufacturing players make the right decisions and use the right strategies to take full advantage of the 4.0 Industry revolution. The Group has supported Airbus in recreating one of its plants in virtual reality, which makes it possible to optimize maintenance operations, improve production performance and facilitate training. Altran is also working on the SWAG project, which aims to build a decision-making methodology to enable manufacturers to optimize water management on their production sites. Our subsidiary, Cambridge Consultants, has also assisted Ocado, the largest online grocer, in building an automation system to coordinate thousands of robots simultaneously.
- **Responsible production and consumption** - Cambridge Consultants, the Group's product development subsidiary, supports its customers in their quest for responsible production. Cambridge Consultants specialists have helped transform the activities of BeeBee Wraps, a UK-based start-up which aims to reduce our dependence on single-use plastic food wrappings

and cut food waste. They have designed a tailored manufacturing process that increases production 30-fold, while staying true to the sustainability principles that guide this booming business. In September 2019, Cambridge Consultants also partnered with the Hitachi research lab to work on the global challenge of plastic waste. Cambridge Consultants has a longstanding research program which aims to introduce sustainable bioplastics into product design and use synthetic biology to speed up the decomposition of plastic waste.

- **Research programs** - Altran is investing in six Research & Innovation programs to prepare for the future: applied Artificial Intelligence, Future of Health, Future of Mobility, Future of Industry, Future of Engineering and Future of Networks.

Innovation & Tech days

Altran organizes Innovation & Tech days for some of its clients. Constructed in cooperation with a sponsor client, an Innovation & Tech day is a collaborative and creative event, dedicated to the client's teams. Adapted to each company, an Innovation & Tech day is designed to facilitate dialogue and begin actions on key subjects related to innovation, technology, research and development.

Objectives:

- share know-how, studies, ideas and get off the beaten track;
- work together on a common road-map, promoting close collaboration between all participants;
- interactively present solutions and technological breakthroughs that already exist;
- imagine the requirements of the future and identify potential areas of co-innovation.

Many Innovation & Tech days were held in 2019, in Europe and in the USA in different business sectors. They brought together more than 800 contacts. A satisfaction survey is always performed after each event amongst all participants.

Certifications

The Group has numerous certifications to fulfill the expectations of its clients. These include (non-comprehensive list):

ISO 9001 (Quality assurance): The Group is certified ISO 9001 in Germany, Spain, France, Italy, the Netherlands, Portugal, the Czech Republic, Romania, the United Kingdom, Sweden and TL 9000 in India;

ISO 14001 (environmental management system): 18 sites are certified ISO 14001 in Germany, Spain, India, Italy, Romania, Sweden and the United Kingdom;

ISO 27001 (information security): The Group's information systems security is certified compliant with ISO 27001 standards in Spain, France, India, Italy, Portugal, Germany and the United Kingdom;

OHSAS 18001 and MASE: Sites in France, Italy and India have OHSAS 18001 or MASE (health and safety management) certification.

Altran also has various accreditations according to local issues, notably with security clearances for the National, NATO and EU secrecy levels.



Altran also received the **Gold score in 2019 from Ecovadis**, a body responsible for analyzing the approach to corporate social responsibility.

Professional bodies

To keep abreast with the issues facing the sector and its clients, the Group is a member of several professional bodies, such as the GIFAS in France (*Groupement des Industries Françaises Aéronautiques et Spatiales*).

3.3.1.3 Relationships with students, schools and universities



The Group has special relationships with a number of "Grandes Écoles" and universities and is able to support faculty members and student associations across the curriculum. Courses, mock recruitment interviews, training and conferences: the Group shares its consultants' knowledge and expertise with students.

Altran sponsors masters' university programs. In 2019, Cambridge Consultants, one of the Group's subsidiaries, committed to supporting the first artificial intelligence master's programs in the United Kingdom. This program is part of a major government and

manufacturing program which aims to develop skills in the artificial intelligence sector in the United Kingdom.

In France, Altran has entered into a partnership with CentraleSupélec to co-develop a dedicated training course leading to a qualification for its employees.

Thanks to initiatives such as the "Altran School of Automotive", "Altran School of Telecommunications" and "Altran School of Network & Digital Experience" in Italy, Altran is committed to bridging the gap between the technological skills required by the market and the academic strengths of the universities. Indeed, the "Altran School of" format provides classroom-based lessons and a period of in-the-field application of the new skills. It is aimed at young graduates and focuses on subjects considered as crucial and highly sought after in the areas of automotive, telecommunications and digitization.

In India, the Arise program has an education facet, which includes support for marginalized engineering students and the use of technology to improve the quality of teaching in remote curricula. 160 Altran engineers support more than 200 students and teachers in emerging technologies.

The Group supports student initiatives, such as the 4L Trophy, the biggest student rally in Europe, where 6 teams are supported. It also takes part in many recruitment exhibitions and forums to have discussions with students and young graduates and to present possible integration pathways.

3.3.1.4 Territorial, social and economic impact in terms of employment and regional development



The Group's policy for developing its foreign subsidiaries, favors the recruitment of local managers, both at general manager level and for operational or functional managers, whilst maintaining its international mobility policy. There are 14 nationalities represented on the Senior Leaders Team, which brings together roughly 200 of the Group's managers.

With 16,195 people recruited in 2019 and activities spread over some 150 sites within the subsidiaries in the 20 countries included within the reporting scope, the Group is a major player in developing employment in many regions in these countries. In particular, the Group has a presence in more than 20 cities in Germany and almost 30 in France with over 2,000 employees associated with the Blagnac site. The Group operates in about 15 cities in Italy with more than 500 employees in Rome and over 700 in Milan and Turin. The Group invests in local development in Morocco, where over 1,500 engineers were hired at the Casablanca site and received many hours of training. The Group is also actively engaged with local authorities in Portugal to make the city of Fundão a major technological center.

3.3.2 Fair practices and initiatives in support of human rights and fundamental freedoms

The Company is a signatory of the United Nations Global Compact and is committed to comply with recognized international human rights standards, in particular the main conventions of the International Labour Organization (ILO), the

United Nation's voluntary principles on security and its guiding principles on business and human rights.

The Group's values and principles of action are formalized in its Code of Ethics and Anti-Corruption Policy.

3.3.2.1 Fight against corruption



The Group has introduced an anti-corruption program to comply with Article 17 of the French Sapin II Law and other applicable local legislation. This program is organized around the eight pillars of the said article.

Code of Conduct

The Group's Anti-Corruption Policy specifies the expected and prohibited behaviors, to optimize the management of permitted operational practices. It can be accessed, along with the Ethics Charter, on the Group's intranet and website, and they are both circulated under the auspices of the Chairman & CEO whenever they are updated.

Alert mechanism

The Company's alert mechanism, which also applies to the vigilance plan, has been adapted to meet the obligations of the Sapin II Law. The alert mechanism is made available to employees on the intranet. Compliance with local law is ongoing, where applicable.

Risk mapping

A specific map of corruption risks has been drawn up and is kept up to date.

Procedures for Assessing the Position of Clients, First Line Suppliers and Intermediaries

With the aim of improving risk management at each stage of the purchasing process, the Group has decided to opt for global management of suppliers, subcontractors and other intermediaries, by setting up a central database of relationships with suppliers and subcontractors (the e-Proc tool). Introduced in 2019, this tool will eventually cover all countries where the Group is established. The centralized management of the data in this purchasing database (over 13,000 third parties to date) makes it possible to manage the selection and monitoring of the Group's suppliers, sub-contractors and intermediaries. They undergo notably an automated due diligence process on the corruption risks, which are conducted by a third party provider recognized in the field. This process also applies to the Group's clients.

In 2019, the Group also defined and introduced a Group purchasing policy, outlining the principles for working with service providers and procedures on calls for tenders, contracting or even performance monitoring.

Training mechanism

The Group began an online training course on the fight against corruption, with a priority focus on employees exposed to the risk due to their function or status. Several anti-corruption courses have been scheduled up to 2020. At the end of December 2019, 57% of priority employees in Europe had followed the training course. Priority employees in India and the United States began their training in January 2020. At the end of this initial priority phase, the training will be included in the induction training for new employees.

Disciplinary system

The Company has introduced a system of disciplinary measures for any behavior in breach of the Ethics Charter and/or Anti-Corruption Policy; this system is being rolled out in all countries in which the Group operates.

Accounting Audit Procedures and System of Control and Internal Assessment of the Measures Implemented

The Group has incorporated the corruption risk into its control and assessment activities.

3.3.2.2 Data protection

Respect for the privacy of individuals and the protection of personal data are major issues for the Group, which has set up a program to comply with the legislation and regulations that govern the collection, processing, retention, protection and use of personal data. Procedures with the competent authorities are carried out where appropriate by each relevant company of the Group. The Group's information systems security is certified as compliant with ISO 27001 standards in Spain, France, India, Italy, Portugal, Germany and the United Kingdom.

To ensure compliance with the General Data Protection Regulation (GDPR) applicable within the European Union and beyond from May 25, 2018, the Group relies on dedicated governance, policies, procedures and tools.

Our Group Data Protection Officer, appointed in 2018, is supported by local Data Privacy Leaders (DPL), whose job is to oversee compliance with the locally-applicable legislation and make sure that each employee is fully informed of their rights and obligations.

The DPO/DPL team, with the aid of all data controllers, updates the processes applied within the Group in the various countries and entities. They develop the register of the processing of personal data in their country, whether the entity acts as data controller or data processor. Deployment of the internal SYNERGi tool was completed in the summer to organize the registers, risks and internal control in the most standardized way possible. The

dashboard provided by SYNERGi can monitor the regular improvement in compliance through self-assessment questionnaires, which cover all departments of the company. At the end of 2019, the rate was 77%.⁽¹⁾

Particular attention was paid this year to informing prospects and clients of the Group about the retention and access to their contact data in our Customer Relationship Management (CRM) software, and to the definition of policies on governance and retention of personal data that apply to all of the company's IT applications, which will come into force in the first quarter of 2020.

The DPO/DPL team continues to provide the necessary support to the Group's and countries' legal teams in order to update all client and supplier contracts and to include clauses related to personal data management and protection, as soon as processes are identified. Data Processing Agreements (DPA) models are used when existing contracts are renewed. In order to guarantee that the protection of personal data is always taken into account when selecting suppliers, a development to the procurement tool (eProc) is in progress.

As it is essential that all of the Group's employees are aware of the impact of this regulation on their activities, even if they are based outside the European Union, the Group DPO continuously monitors everyone's participation in a mandatory online training course. A dedicated information section is also available on the intranet site.

3.3.2.3 Vigilance plan and responsible procurement approach

In application of article L. 225-102-4 et seq. of the French Commercial Code, the Company has set up a reasonable vigilance plan, the aim of which is to identify and prevent serious harm to human rights, fundamental freedoms, health, personal safety and the environment, which could result from the activities of the consolidated companies of the Group, its suppliers and subcontractors.

The vigilance process is established according to the principle of continuous improvement and this process will evolve in the light of the results of regular assessments carried out and changes to the Group's activities.

The plan is implemented around the following measures:

- the risk mapping;
- the evaluation procedures;
- the risk mitigation or prevention actions;
- the alert mechanism;
- and the system for monitoring measures implemented and evaluating their effectiveness.

(1) If an entity does not respond in year n, the rate automatically takes into account the data from year n-1.

The Group continued its work in 2019, which essentially covered improving the arrangements concerning suppliers and subcontractors.

Risk mapping

A map of risks specific to the vigilance plan is updated annually. This map did not show any risks which had not already been identified by the Group and which would not be dealt with by existing systems.

Evaluation procedures

The Group has established regular procedures for evaluating its subsidiaries, subcontractors and suppliers.

Evaluation of subsidiaries

The subsidiaries self-evaluate once a year, and are audited internally under the audit plan.

Evaluation of suppliers and subcontractors

As part of the 2019 introduction of e-Proc, a supplier relationship management tool, the existing suppliers and subcontractors with whom the Group has an established commercial relationship are evaluated through the tool by a third-party service provider with recognized expertise in the area. This evaluation includes Corporate Social Responsibility, and notably the respectability of their practices.

This tool has begun to be deployed in the countries that are most important for the Group in terms of suppliers, namely France, the United States and India, then Spain and Belgium, and will be gradually extended to the other countries. The tool has already made possible the assessment of more than 2,000 suppliers and subcontractors in 2019.

Actions to mitigate or prevent risks

Several actions are in place:

Ethical Charter

The Group undertakes to protect the human rights of its employees and notably the principles of freedom of association, the right to fair and favorable working conditions and non-discrimination, through the Ethics Charter, which aims to bring together all employees of the Group around a common foundation of commitments. Several topics are addressed in this Charter: respect for the rights of employees, health and safety, protection of assets, fairness and integrity, conflicts of interest, and respect for the confidentiality of information. The Ethics Charter was distributed to all employees of the Group and made available to them on the Group's Internet site.

Health and Safety

For many years, the Group has cared for the health and safety of its employees and service providers working on Altran's sites, through vigilance concerning working conditions and health and safety standards for all. (See the details in section 3.2.3 Health, safety and quality of work life).

Improving the management of suppliers and subcontractors

To bring its supplier relationships within a responsible purchasing process and adopt uniform practices throughout the world, the Company has defined a Group purchasing policy. This policy frames the principles of collaboration with service providers, such as contracting, calls for tenders processes or performance monitoring, and includes ethical criteria. It supplements the Group's ethical charter and anti-corruption policy. This purchasing policy was introduced in 2019.

With the aim of strengthening the control of risks at each stage of the purchasing process, the Group has decided to opt for overall management of suppliers and subcontractors, through setting up a central database of relationships with suppliers and subcontractors (the e-Proc tool). Introduced in 2019, this tool will eventually cover all countries where Altran is established. The centralized management of this purchasing database, which already includes more than 13,000 suppliers, can control and improve the management of the choice and monitoring of the Group's suppliers and subcontractors.

In 2019, the Group also improved its referencing policy, via the adoption of additional and mandatory documents required from new suppliers and subcontractors. The Altran group has distributed its Supplier Conduct Guidelines, which give the commitments of suppliers and subcontractors, and specify requirements in terms of respect for human rights and environmental regulations. This code is based on internationally recognized principles, such as the universal declaration of human rights, the United Nations guidelines on companies and human rights, the United Nations global compact, the guidelines of the OECD for multinational companies, and the fundamental conventions of the International Labor Organization (ILO). In particular, it requires Altran's suppliers and subcontractors to prohibit child labor and forced labor, to ensure decent working conditions that are healthy and free of hazards for all employees, to fight corruption and to respect the environment and preserve natural resources.

This Code, that must be accepted through e-Proc, is binding upon suppliers and subcontractors. Altran requires each of them to comply with the ethical principles of the Group and expects these Supplier Conduct Guidelines to be complied with by all of their employees and subcontractors.

Any shortcomings are discussed directly with the supplier or subcontractor concerned and Altran reserves the contractual right to terminate the relationship with the co-contractor in question.

Personal data protection

The Group also undertakes to responsibly use personal data and to protect the privacy of its employees, to ensure responsible, transparent and ethical processing of the said data in accordance with the General Data Protection Regulation. (See the details in section 3.3.2.2 Data protection)

Alert mechanism

The Group's alert mechanism was adapted to fulfill legal obligations, notably articles 8 and 17 of the Law of December 9, 2016 on transparency, the fight against corruption and the modernization of economic life, as well as the law of March 27, 2017 on the duty of parent companies and customer companies.

The procedure is put in place at the Group level and may be subject to adaptations to ensure its compliance with local legislation.

Monitoring and evaluation system

The work is driven by a steering Committee involving the Internal Audit, Human Resources, Legal and Purchasing departments.

The Steering Committee monitors the progress and effectiveness of measures taken through various indicators put in place, and adapts the implementation of the plan accordingly.

3.3.2.4 Fight against tax evasion



The Group ensures compliance with the principles set forth by the OECD on the erosion of tax bases and the transfer of profit (BEPS:

Basis Erosion and Profit Shifting). In this regard, Altran pays taxes in the countries where its activities generate value and profit. As part of its post-acquisition integration policy, the Group ensures that its best practices are extended to its new operational scopes.

In order to minimize the risk of an adjustment of its taxable base, the Group uses the services of a leading international consulting firm to advise it in the definition of its transfer pricing policy and the drafting of related documentation.

3.3.3 Patronage

The Group offers its employees the opportunity to get involved in public interest initiatives through skills sponsorship, whether at Group level or locally. Here are a few examples:

In France, the Group supports the Earthship Sisters, real ambassadors for change in favor of the environment. Their expeditions at sea enable them to acquire scientific data and raise the awareness of the general public concerning environmental issues. Altran's teams provide them with advice in engineering and innovative solutions thanks to a "design thinking" approach. They have also received training in project management.

Since the beginning of 2019, the Group has also made its expertise available to the "Under The Pole 3" expedition. From the analysis of meteorological data to find the appropriate geographical zone for the project to the creation of a graphical identity, Altran's experts from the Southwest and East regions provided their know-how at each stage of the project.

For nearly two years, the Group has also been supporting the Tara Foundation, which is devoted to the study of the oceans to predict, anticipate and better manage climate risks. Support is provided in two ways: the processing and securing of video and photographic data, and project management for the design of the new vessel.

In India, Altran is leading the Arise program, which aims to bridge the gap between education and employability concerning digital

skills, with an approach that makes diversity and inclusion a reality. This program includes several sections:

- *Diversity and Inclusion*, with actions in favor of the employability of women, the disabled and the LGBTIAQ+ (lesbian, gay, bisexual, transsexual, asexual, etc.) community;
- *Education*, notably by supporting marginalized engineering students and supporting the use of technology to improve the quality of education in remote learning curricula;
- *Voluntary work*, with 160 Altran engineers, who support more than 200 students and teachers in emerging technologies.

In Germany, Altran has supported two car teams from Formula Student, the leading student car competition, in Munich and Karlsruhe, to encourage commitment to the cars of the future, notably electric and self-driving vehicles.

In China, Altran has contributed to creating a library in the mountains around Xi'an in collaboration with the Blue Life association. More than 500 books have been collected and donated by Altran's teams to local underprivileged people.

In Italy, the teams regularly contribute to raising funds for associations. Thus, in 2019, funds were collected for AISM, an association active in the field of multiple sclerosis, for La Maison, an association working in the disability sector, for ASCS, which works in integrating migrants, and for Susan G. Komen, an association that is active in the prevention of breast cancer.

3.4 Environmental performance



Due to the Group's activity consisting of providing intellectual services, the principal environmental impacts of its business activities are related to office activities at its premises (paper and energy consumption, waste management), to employees'

business travel and to the CO₂ emissions related to these activities. Generally, the Group's environmental impact remains low and the associated risks are limited. In several countries, the Group is developing policies, management systems and initiatives necessary to control its environmental impact. Through its intellectual service offering, the Group is also supporting its clients in reducing their environmental impact. The Group is participating in researching innovative solutions offering the highest level of environmental protection.

3

3.4.1 Organization to take into account environmental issues

The Group is developing its policies and initiatives to measure and reduce the environmental impact related to its activity, with four priorities:

- **business travel:** limit the environmental impact of travel by favoring public transport, by favoring the train rather than aircraft, and by improving the energy performance of the company vehicle fleet; limit travel through the growing use of remote working tools;
- **energy efficiency of buildings:** reduction of consumption via HQE (high-quality environmental) buildings and improvement of the energy mix;
- **resource consumption:** reduction in volumes of paper consumed and a purchasing policy that respects environmental standards;

- **recycling and waste management:** organized management of waste and generalization of recycling.

In accordance with its strategic plan *The High Road, Altran 2022*, the Group has set itself an objective of reducing its emissions per employee by 10% in 2022 compared with 2017.

Eighteen sites in Germany, India, Italy, Romania, Spain, Sweden and the United Kingdom have environmental certifications (ISO 14001 certification), and have therefore introduced associated environmental management systems. More than 40% of the Group's total workforce within the reporting scope is administratively attached to these 18 certified sites.

3.4.2 Business travel

The measurement of the environmental impact of employee business travel includes three categories of transport methods: journeys by car, plane and train.

8% of employees had a company car in 2019, compared with 6.5% in 2018. In 2019, 4,197,304 liters of fuel were consumed by employees with company cars, compared to 3,352,672 liters in 2018.

With regard to the journeys⁽¹⁾ made by train and plane, employees traveled a total of 92,074,402 km. 52% of journeys were made by train and 48% by plane, compared to 51% by train and 49% by plane in 2018.

Depending on the site, reducing the impact of business travel is encouraged by selecting company cars according to their CO₂ emissions, using video and audio conferencing systems, access to a car sharing website, the reimbursement of all public transport

fees and by reducing plane journeys in favor of traveling by train. The number of hybrid cars is also rising. For example, at the Group's head office in Neuilly-sur-Seine, 40% of new orders in 2019 were for rechargeable hybrid vehicles.

Cambridge Consultants takes part in the Travel Plan Plus "Annual Travel To Work" survey, with the objective of collecting data on employees' daily travel to work in order to set modal split targets.

Sweden has introduced a shared vehicle fleet system for the Gothenburg site.

The Group also introduced an innovative immersive telepresence technology solution. It enables meetings to be organized by simulating the presence of all participants in the same room thanks to a full size display and excellent visual and sound quality. A total of 20 rooms have been installed in 14 countries.

(1) Air travel data non available for Cambridge, China (km), Morocco (km) and Sweden (km). Rail travel data non available for China, Morocco, Portugal, Ukraine, Sweden (km) and Cambridge.

3.4.3 Consumption of sites

In carrying out its business activities, the Group operates at some 150 sites in the subsidiaries located in the 20 countries included in the reporting scope. Of these sites, 35 are considered to be significant and are incorporated within the environmental information reporting scope. Detailed information on the sites included within the environmental information scope is presented in section 3.1.4 "Scope of the environmental indicators" of this chapter.

Note: the activities present on the sites are office activities. The sites are located in urban areas. None of the sites are located in protected areas and they therefore do not threaten biodiversity.

3.4.3.1 Consumption of resources (paper and water)

The paper consumption during 2019 at the company's sites included in the reporting scope was 53.1 tons (see section 3.17 "Framework"), i.e. an average paper consumption per employee of 1.5 kg in 2019, compared to 1.8 kg in 2018.

Reducing paper consumption is encouraged by the introduction of printing monitoring tools, a default black and white and double-sided printer setting and the use of shared printers. This is

the case in Portugal where the concept of secure printing with a PIN code has been introduced, or in France where printers operate by using an access badge, enabling the amount of printing to be reduced. Other initiatives have been introduced in some countries, such as using recycled paper or going paperless for certain documents (administrative management, invoices, payslips, etc.) like in Italy for example, where the DocuWare tool offers an electronic invoicing service. In France, payslips have gone paperless and employees have had individual online safes. In India, the expense claim management process has been reviewed with the result that printing no longer to be systematic. A virtual checklist system has also been available since 2019 to limit the day-to-day use of paper blocks.

One of the objectives in Spain was to design an office that reduced paper usage to a minimum, with all types of documents being converted to a digital format. Best printing practices were reminded during an awareness-raising campaign for European Sustainable Development Week.

In the light of the Group's activities, water consumption is related to the internal use of toilets, showers and washbasins in rest rooms, sinks in kitchens, dishwashers, coffee machines, water fountains, etc. The water consumed is taken solely from municipal water networks.

3.4.3.2 The energy efficiency of buildings

Sites' energy consumption⁽¹⁾

(in megawatt-hours)	Total 2019	West Europe	North Europe	South East Europe	Central Europe	Americas (including India)		Asia
						Iberia		
Energy consumption (cf. 3.1.7)	70,743	9,186	6,904	4,739	0	865	48,941	107
o/w electricity	67,890	9,186	4,631	4,739	0	285	48,941	107
Average energy consumption (in kWh/m ²)	269	163	441	309	0	54	358	93

The average energy consumption was 269 kWh/m² in 2019, compared to 317 in 2018.



The energy sources used to provide the electricity needed by the Group (energy mix) are 15% renewable energy sources and 85% non-renewable energy sources. NB. the sites in Germany, Spain and Sweden use 100% renewable energy sources.

The Group is trying to reduce its energy consumption by choosing HQE (French high environmental quality standard) buildings or by reducing the surface area of its offices. The Belgian teams have,

for example, moved in 2017 to more modern and smart premises leading to a significant reduction in their energy consumption thanks, in particular, to double glazing and making it impossible for employees to set the temperature manually. In Germany, the new Altran campus in Wolfsburg, which opened in 2019, was constructed according to sustainable architecture principles. In France, Altran's Nancy teams joined the Ecoparc Saint Jacques 2 in 2019, in an environmentally-friendly, low-consumption wooden building, with CO₂ savings of 16 kg/m².

According to the sites, lighting and air-conditioning systems automatically turn off outside of working hours or use sensors to measure movement and natural light levels. Where there is no automatic system a security guard checks that lights have been turned off. IRM has also chosen to replace defective or obsolete air-conditioning units with more environmentally friendly models.

(1) Data non available for Belgium, Netherlands and Portugal

The integration of Aricent since 2018 represents a challenge in achieving the Group's objectives in terms of reducing its emissions, because the context in India is less favorable. The national infrastructures does not provide an energy mix at the level that can be found in Europe and it is necessary to use electricity generators to overcome any potential power cuts. An ambitious program for the optimization of our energy consumption is nonetheless planned for India from 2020.

3.4.3.3 Recycling, waste management and the development of the circular economy

The Group has introduced sorting and recycling of waste related to its business activity in accordance with legal requirements and local contexts.

100% of the significant sites included in the environmental information scope sort paper for recycling purposes, and 97% sort ink cartridges and 94% sort other electrical and electronic equipment waste. To this end, Italy organizes awareness raising campaigns on recycling and energy consumption. The majority of sites sort in order to recycle plastic, light bulbs and tubes, metal packaging and cans, glass, batteries and refrigerants used in air-conditioning system. The air-conditioning systems installed at

the sites do not use refrigerants that emit ozone depleting substances except on some sites where small amounts are still used.

Local initiatives are helping to strengthen recycling and waste management. For example, the teams in Portugal decided to discontinue the use of plastic cups and glasses at the end of 2019, and replace them with reusable glass material. In Eindhoven in the Netherlands, a pilot experiment is testing the implementation of paper cups with separate recycling.

The Group supports its clients in order to promote the development of the circular economy. Our services offering includes product design which incorporates research into the product's business model and use, a design methodology based on the circular economy, anticipation of the end of the product life cycle, the prevention of risks for employees in production plants and the development of the factory of the future with a reduced environmental impact. Our two frog subsidiaries, specialized in design, and Cambridge Consultants, specialized in product development, manage many projects in this area. A World Class Center in France is also dedicated to system engineering and life cycle management. Examples of the missions carried out for responsible production and consumption are provided in Section 3.3.2.1 "Inclusion of the expectations of clients" of this chapter.

3.4.4 Climate change and CO₂ emissions

The Group supports its customers in complying with ever stricter environmental regulations. Climate change is a priority issue and a technological challenge in three sectors where the Group operates: energy, automotive and aerospace.

- The Group is supporting **energy sector** companies as part of the energy transition in order to develop a low carbon energy mix and improve energy efficiency.
- In the **automotive sector**, Altran experts are opening up new avenues in terms of hybrid and electric power trains while improving traditional vehicles. In this way, the Group is playing a role in reducing the climate impacts from the manufacture and use of vehicles.
- The Group is helping its **aerospace sector** customers to reduce aircraft fuel consumption by reducing aircraft weight, optimizing engines and flight plans, and by developing the use of solar energy. Thus, in April 2018, the Group won, with Airbus, the Crystal Cabin Award (International prize dedicated to innovation inside aircraft cabins) for the "printed electrics" technology. This new digital technology uses conducting inks to print circuits transmitting data and energy, with the aim of replacing the current wiring and thus reduce the weight of the aircraft. The Group is also contributing to the European

"ecoTech / Clean Sky 2" research project, intended to support environmentally friendly air transport. One of the aims is a 75% reduction, by 2050, in CO₂ emissions per passenger/km generated by air transport.

Other concrete examples can be found in Section 3.3.1.2 "Inclusion of the expectations of clients".

Altran took part in COP25 in Spain and presented the EcoNOx project, which is designed to reduce NOx emissions.

The Group conducts an assessment of its CO₂ emissions each year. The significant sources of greenhouse gas emissions are associated with office activities at its sites (energy, paper consumption) and employee business travel (company cars, plane and train). Travel between home and work and business travel in personal cars are not taken into account because of a lack of available and reliable data.

The Group has been completing the CDP climate questionnaire since 2014.

Because of its business sector, the Group does not foresee any regulatory risks or risks due to physical changes related to climate changes that may have significant financial consequences for the Group.

Greenhouse gas emissions

Sources of emissions	Associated emissions in tons CO ₂ eq. in 2019	Reminder of 2018 figures
Use of the sites	49,700	42,725
Travel	30,384	32,424
Scope 1	13,842	11,123
Scope 2	48,967	42,113
Scope 3	17,275	21,912

3.4.5 Environmental training and employee awareness

In 2019, the Group implemented a campaign to raise the awareness of all its employees concerning routine eco-actions. Objectives: to encourage everyone to reduce their ecological footprint and promote the commitments of Altran in that respect.

In Belgium, France, Germany, India, Italy, Portugal, Spain, Sweden, Ukraine and the United Kingdom, the Group makes employees aware of reducing environmental impacts through various initiatives: induction seminars, involvement in specific events and conferences, the publication of best practices for eco-friendly behavior, distribution of posters or news updates on the Intranet or by emailing.

For example, in Italy in 2019, Altran implemented actions to raise awareness during national energy saving day in March, European

mobility week in September and the European week for waste reduction in November.

In Spain, during sustainable mobility week, employees were encouraged to share photos of their best environmental practices, with a prize as a reward. A manual on the best practices for managing resources, energy and waste is available to all employees. A section on the intranet, "iDea", can also be used by all employees to make suggestions on the environment: for example, the use of the Ecosia Internet search engine, which uses its profits to plant trees.

The range of trainings offered in Germany, in Belgium, Czech Republic, France, the United Kingdom and Scandinavia includes environmental trainings.

3.5 Report by the independent third party on the consolidated non-financial statement

3

For the year ended December 31st 2019

This is a free translation into English of the independent third party's report issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the shareholders,

In our capacity as Statutory Auditor of your Company, appointed as independent third party and accredited by COFRAC under number 3-1058 (whose scope is available at www.cofrac.fr), we hereby report to you on the non-financial statement¹ for the year ended December 31st 2019 (hereinafter the "Statement"), 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 and are available on request from the entity's head office.

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 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 nor on 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 with ISAE 3000⁽¹⁾,

- we obtained an understanding of all the consolidated entities' activities and the description of the principal risks associated;
- 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 includes each category of social and environmental information set out in article L. 225-102-1 III, as well as information regarding compliance with human rights and anti-corruption and tax avoidance legislation;
- 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 key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to
 - assess the process used to identify and confirm 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
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix 1; concerning certain risks (Corruption by an employee or subcontractor of the Group and Non respect of the protection of personal data, non-compliance with the GDPR), our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities⁽²⁾;
- 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, within the limitations set out in the Statement;
- we obtained an understanding of internal control and risk management procedures the entity has put in place and

(1) ISA 3000 - Assurance engagements other than audits or reviews of historical financial information

(2) Social Risks : Altran France ; Group. Environmental Risks : Altran France ; Aricent India.

assessed the 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 presented in appendix, 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⁽¹⁾ and covers between 25% and 100% of the consolidated data relating to the key performance indicators and outcomes 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 5 people between December 2019 and March 2020 and took a total of 5 weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted 3 interviews with people responsible for preparing the Statement,

representing in particular Group Communication and Group Data Protection.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the consolidated 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 respects.

Comments

Without modifying our conclusion and in accordance with article A. 225-3 of the French Commercial Code, we have the following comments:

- Reporting perimeter is not homogeneous for all key performance indicators, due to exclusion of some sites or countries, notably impacting data comparability:
 - publication perimeter of HR information covers between 67% et 98,5% of Group headcount at 2019, December, the 31st.
 - publication perimeter of environmental information covers between 73% and 87% of Group headcount at 2019, December, the 31st.

Perimeter gaps are detailed for each indicator in the Declaration.

Paris-La Défense, April 2, 2020

The independent third party

MAZARS SAS

Jean-Luc BARLET
Associé

Edwige REY
Associée RSE & Développement Durable

(1) Social Risks : Altran France ; Group. Environmental Risks : Altran France ; Aricent India.

Appendix: List of qualitative information and quantitative indicators, including key indicators of performance

3

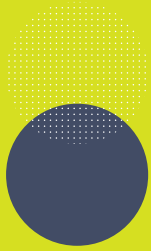
Qualitative information (actions and results) that has been considered as most important topics, related to main CSR risks:

- Attrition risk;
- Skills adequation to needs;
- Risk of accidents at work / commuting;
- Psychosocial / stress risks;
- Non-respect of ethical principles in human resources management;
- Deterioration of social relations;
- Corruption by a collaborator or subcontractor of the Group;
- Non-respect of the protection of personal data, non-compliance with the GDPR;
- New environmental requirements from stakeholders.

Key performance indicators and other quantitative information that has been considered as most important topics:

Risks	Key performance indicators and other information
Attrition	Headcount
	Voluntary departure rate
	Percentage of employees who benefited from an annual interview
Matching skills to needs	Number of employees trained and percentage
	Number of hours of training
Work accidents related to mobility and the work environment	Number of work accidents, frequency rate, severity rate
Psychosocial risks	Absenteeism rate
Non-respect of ethical principles in human resources management	Rate of feminization of the management structures
	Percentage of disabled employees
Deterioration of social relations	Percentage of employees covered by a collective agreement
Corruption by an employee or subcontractor of the Group	Percentage of "priority" employees trained
Non-respect of the protection of personal data, non-compliance with the GDPR	ISO 27001 Certifications
	SYNERGi compliance rate
New environmental requirements from stakeholders	CO ₂ emissions (travel, energy and paper consumption)
	Number of sites and percentage of employees covered by ISO 14001 certification





4 APPENDIX

APPENDIX I. CROSS-REFERENCE TABLE OF THE CSR INFORMATION 58

Cross-reference table between the requirements of the non financial performance statement and the indicators of the Global Reporting Initiative (GRI). 58

Appendix I. Cross-reference table of the CSR information

Cross-reference table between the requirements of the non financial performance statement and the indicators of the Global Reporting Initiative (GRI).

Elements of the Declaration of Extra Financial Performance		Section	GRI	
Business model		1	102-1 à 102-9	
Main extra-financial risks and indicators		3.1.1	102-15	
Fight against corruption	Description of risk	3.1.1	205-1	
	Policies applied, due diligence procedures and results	3.3.2.1	205-2	
Respect for human rights	Description of risk	3.1.1	412	
	Policies applied, due diligence procedures and results	3.2.4		
		3.2.5		
		3.3.2.2		
Social and societal consequences	Description of risk	3.1.1		
		3.2		
	Policies applied, due diligence procedures and results	3.3	103-2	
	Workforce trends	3.2.1.1	401-1	
	Organization of employee/employer dialogue, collective agreements signed and impacts	3.2.5	407	
	Health, safety and quality of life at work: absenteeism, work-related accidents and agreements signed with employee representatives, quality of life at work programs	3.2.3	102-41 403-1 to 403-4	
	Talent Acquisition, Retention and Development	3.2.1	404	
		3.2.2		
	Diversity, equality between women and men, the fight against discrimination and initiatives in favor of the disabled workers	3.2.4	405 406	
	Other information:			
	Distribution of employees	3.2.1.1	401-1	
	Remuneration trends	3.2.1.4	102-35 102-36	
	Organization of work	3.2.7		
	The fight against food waste	Non-relevant, given the activity of the Group		
	The fight against food insecurity, respect for animal well-being, responsible, equitable and sustainable food supply	Non-relevant, given the activity of the Group		
Relationships with stakeholders and impacts in matters of local development	3.3.1	102-40 413-1		
Patronage	3.3.3			
Vigilance plan and responsible procurement approach	3.3.2.3	204		

Elements of the Declaration of Extra Financial Performance		Section	GRI
Environmental consequences	Description of risk	3.1.1	
	Policies applied, due diligence procedures and results	3.4	103-2
	Objective of reduction of emissions	3.4.1	305-5
	Consumption of raw materials	3.4.3.1	301-1
	Consumption of energy	3.4.3.2	302-1
	Greenhouse gas emissions	3.4.4	305-1
		3.4.5	305-2
			305-3
	Use of soils	Non-relevant, given the activity of the Group	
	Biodiversity protection	3.4.3	304-1
			304-2
			304-3
			304-4
Other information:			
Organization and environmental certification	3.4.1	307 103	
Adaptation of the activity and services of the company to issues of climate change	3.4.4	G4-EC2	
	3.3.2.1		
Recycling, management of waste and circular economy development	3.4.3.3	301-2	
Raising the awareness of employees concerning environmental issues	3.4.5		
Fight against tax evasion	Description of risk	3.3.2.4	
	Policies applied, due diligence procedures and results	3.3.2.4	
Data protection	Description of risk	3.1.1	
	Policies applied, due diligence procedures and results	3.3.2.2	

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