

COMMUNICATION ON PROGRESS

2021

OVER THE YEAR 2020



COMMUNICATION ON
PROGRESS

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

We welcome feedback on its contents.



ALLEN



FOREWORD

This document presents the ALTEN Group's CSR approach and the actions taken and to come. It highlights the progress made in 2020 to meet the principles of the United Nations Global Compact, of which the ALTEN Group has been a member since 2010.

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

- In France: ALTEN SA, ALTEN SO, ATEXIS, MI-GSO, ALTEN SIR, ALTEN TECHNOLOGIES, AIXIAL, LINCOLN SAS, AVENIR CONSEIL FORMATION, AIXIAL DEVELOPMENT, CADUCEUM, ANOTECH ENERGY.
- As well as international entities: ALTEN Belgium SPRL, ALTEN Switzerland, ALTEN GmbH, ALTEN SW GmbH, ALTEN Technology GmbH, ALTEN Spain, ALTEN Finland, ALTEN LTD, ANOTECH ENERGY GLOBAL SOLUTIONS LTD, PPP UK, ALTEN CALSOFT LABS India PRIVATE LTD, ALTEN India PRIVATE LTD, ALTEN Italia SPA, ALTEN Delivery Center Maroc, ALTEN Netherlands BV et Orion Engineering, TECHALTEN Portugal, ANOTECH ENERGY Doha, ALTEN Sverige AB, ANOTECH ENERGY SERVICES LTD UK, ANOTECH ENERGY USA INC, CLOVER GLOBAL SOLUTIONS LP, CPRIME INC, CRESTTEK India, ALTEN China LTD.

The Universal Registration Document (URD) is available on the website:

<https://www.alten.com/investors/>

This document is available on the website:

<https://www.unglobalcompact.org/what-is-gc/participants/12140#company-information>

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DECLARATION OF SUPPORT FOR THE UNITED NATIONS GLOBAL COMPACT



With the world facing a major unprecedented crisis since 2019, our international development, and our position as a leader in Engineering and Technology Consulting give us an even greater responsibility towards all our stakeholders.

Our commitment to sustainable development, initiated 10 years ago upon signing the United Nations Global Compact, is now a fully integrated part of our development strategy. This year, in 2021, we are keen to continue our commitment to respect and implement the 10 principles of the Global Compact. This makes even more sense today as they provide responses to support those affected by the Covid-19 pandemic.

ALTEN considers this commitment a central strategy in protecting human rights and the environment but also developing sustainable innovation. Our corporate culture is based on core values shared by all our employees:

- development of human values,
- engineering culture
- and the quest for profitable and sustainable growth

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

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

- A key player in sustainable innovation, through the support given to our customers, employees, and students in developing sustainable innovative solutions. 19% of the Group's R&D activity is devoted to sustainable development.
- As a responsible partner, we are uncompromising on fundamental issues related to information security, business ethics and respect for the environment. Beyond the decarbonisation methods we implement for our customers, we are also making progress in-house to reduce our environmental footprint. In late 2019, ALTEN signed the Climate Charter for Engineers, initiated by Syntec-Ingénierie, thereby joining other engineering companies in contributing to the ecological transition. Since 2012 ALTEN has been answering the CDP questionnaire. In 2020, ALTEN received a B score for climate change and an A score for suppliers' environmental commitment.

Our non-financial performance is recognised by external rating agencies, making ALTEN a leading player in CSR:

- Our CSR approach has been awarded Gold level with a rating of 82/100 from EcoVadis for our voluntary evaluation strategy, initiated 10 years ago.
- In 2020 ALTEN once again demonstrated its commitment and the success of its advances in sustainable development by maintaining its 'Advanced' status for its Communication on Progress (COP).

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

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

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

Simon AZOULAY,
ALTEN Group Chairman and CEO

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

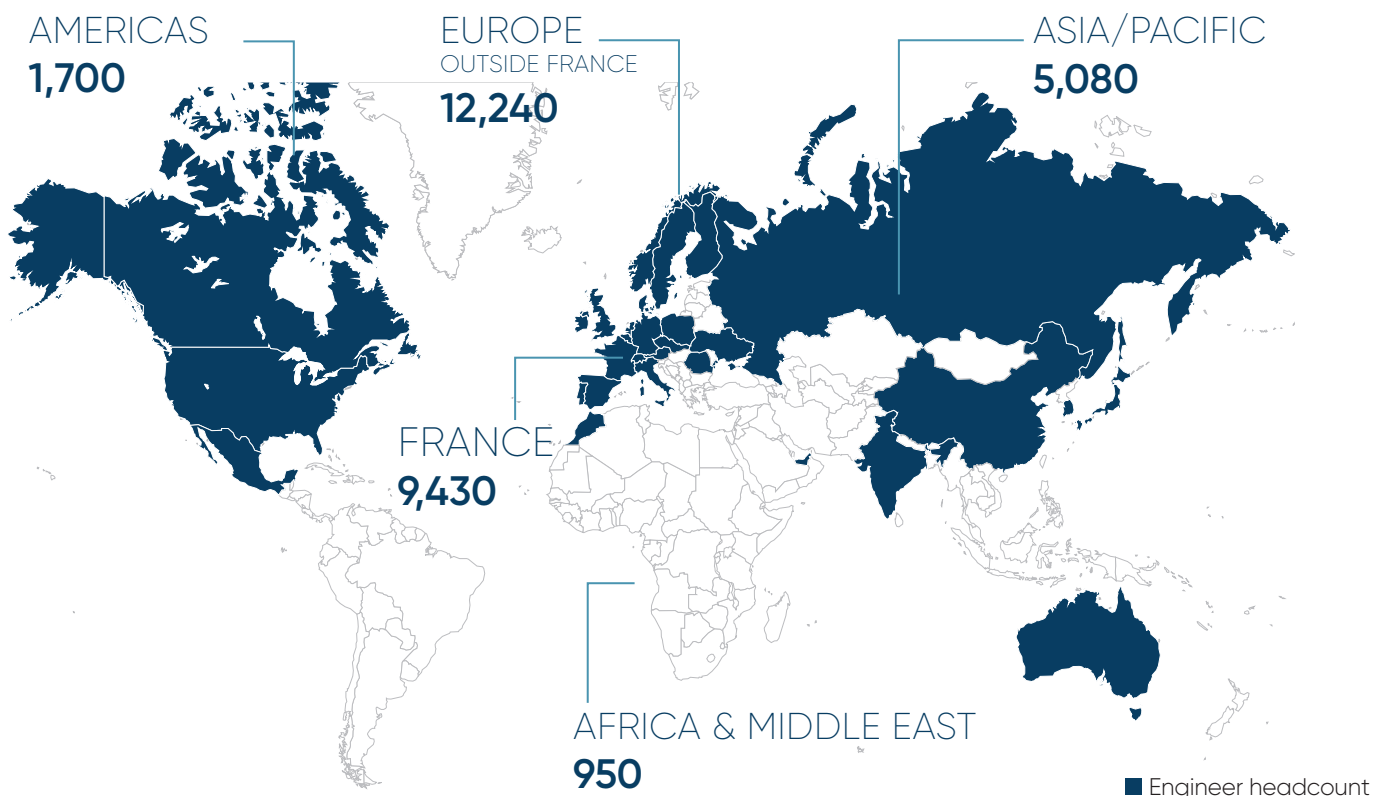
ALTEN

A WORLD LEADER IN ENGINEERING AND IT SERVICES

ALTEN has been assisting the growth strategy of its customers in the areas of innovation, R&D and information systems for more than 30 years.

The Group has become a world leader in Engineering and IT Services, working with major players in the following sectors: Aeronautics, Space, Defense & Security/ Automotive, Rail & Naval/Energy & Life Sciences/Telecoms & Media/Banking, Finance, Insurance, Services & Public Sector.

ALTEN is active in more than 30 countries, with 33,800 employees, including 29,400 Engineers and Consultants (87%).



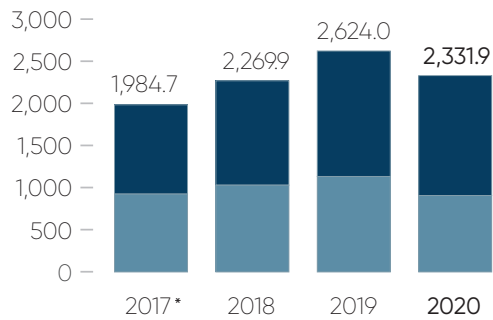
[2020 IN FIGURES]

Revenue
€2,331.9
MILLION



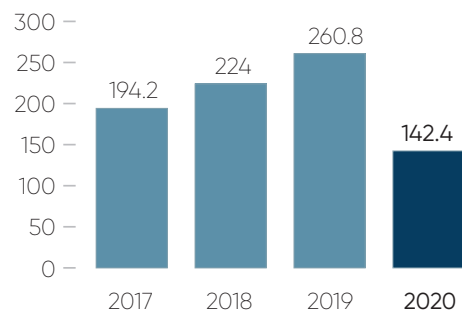
61.1%
OF REVENUE
INTERNATIONALLY

Revenue
(in millions of euros)

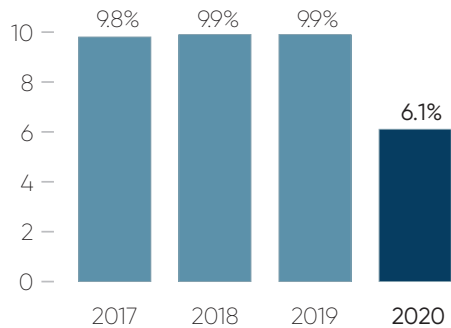


*Restated for the application of IFRS 15

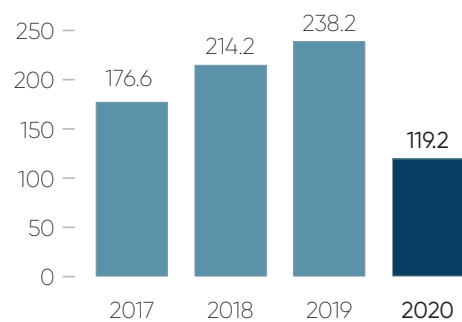
Operating profit on activity
(in millions of euros)



Operating profit on activity
(% of revenue)



Operating profit
(in millions of euros)



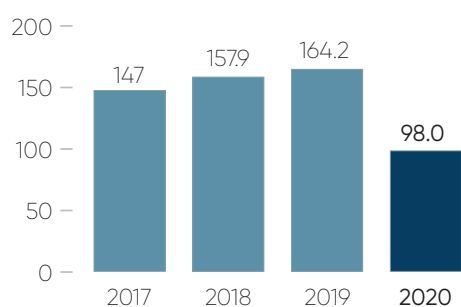
33,800

EMPLOYEES

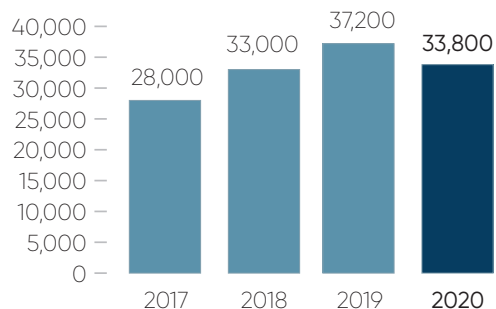
including 29,400 Engineers



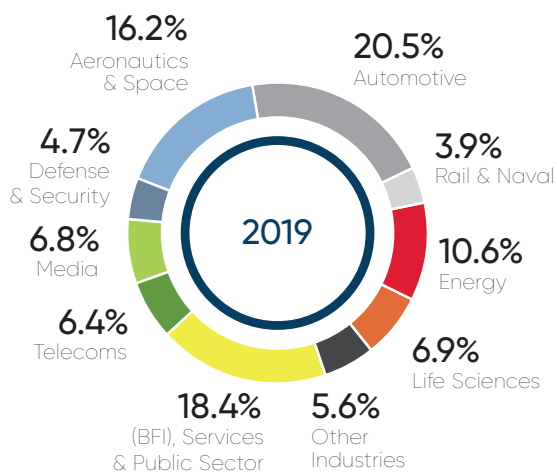
Net income, Group share
(in millions of euros)



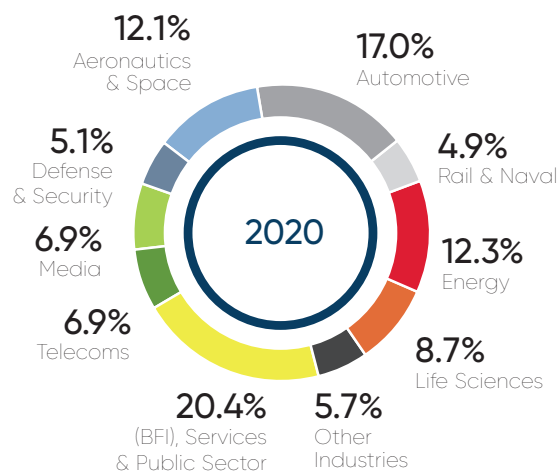
Headcount
(at year end)



Breakdown of revenue by business sector
(% of revenue)



*Banking, Finance & Insurance



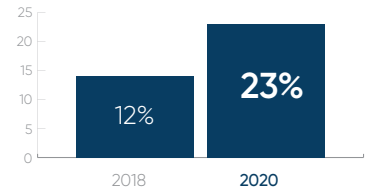
*Banking, Finance & Insurance

[2020 IN FIGURES]

163
SCHOOL
PARTNERSHIPS
(ALTEN GROUP CSR SCOPE)



**INCREASE IN THE %
OF CERTIFIED M2
(BBC, HQE)**
(ALTEN GROUP CSR SCOPE)



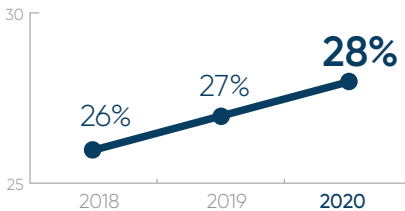
19%
OF R&D ACTIVITIES
DEDICATED TO
SUSTAINABLE
DEVELOPMENT
AND IN PARTICULAR TO
DECARBONISATION



39%
OF SURFACES CERTIFIED
TO ISO 27001
INFORMATION SECURITY
MANAGEMENT
(FRANCE SCOPE)



**CHANGE IN
THE PROPORTION OF
WOMEN IN THE
WORKFORCE**
(ALTEN GROUP CSR SCOPE)



80%
OF SURFACE
AREA COVERED
BY SELECTIVE SORTING
(ALTEN GROUP CSR SCOPE)



**WITH MORE THAN 10 YEARS OF
VOLUNTARY EVALUATION OF ITS CSR
PERFORMANCE, ALTEN HAS HELD
PLATINUM STATUS SINCE 2020**

for the evaluation of its social, ethical and environmental approach. ALTEN obtained a score of 82/100. This approach is also recognised by the Global Compact.



**10 YEARS OF COMMITMENT
TO THE UNITED NATIONS
GLOBAL COMPACT**

Since 2010, ALTEN has been a signatory to the 10 principles of the UN Global Compact: a central approach to protect Human Rights, the environment and the development of sustainable innovation.

ALTEN's commitment and progress have been rewarded by the renewal of its Advanced rating for its Communication on Progress (COP).

[KEY EVENTS]

Managing the COVID-19 crisis and mobilising ALTEN teams

Faced with the health crisis, ALTEN has made it an absolute priority to protect the health and safety of its employees. The work was organised in accordance with the recommendations of the Health Authorities with the establishment of a dedicated unit, the safety of buildings and their occupants, and the adaptation of travel and events. All Group employees have demonstrated unprecedented mobilisation, a remarkable ability to adapt and an extraordinary solidarity to enable the Company to continue its activity. Thanks to the sizing of IT infrastructures, teleworking was deployed in record time and enabled up to 23,000 video-conferences, 115,000 conference calls and 37,500 screen shares per week.

(Details of the measures put in place as part of the management of the health crisis in section 4.2.72 – “Management of the health crisis linked to the spread of SARS-CoV-2 (COVID-19)”).

Renault Supplier Awards 2020



ALTEN received Renault's Sustainable Purchasing Award, in recognition of the Group's CSR approach. Renault and ALTEN, long-standing partners, have gone through various crises together, in particular with constant support for quality and solidarity to optimise productivity. The two companies are now working together on the in-depth transformation of Renault engineering, with mutual agility.

ALTEN certified TOP EMPLOYER 2020



Labelled in France, Germany, Spain and Italy, ALTEN stands out through the development of its employees' skills, career monitoring and its eco-responsible commitments. This label is based on an audit built on a framework of 600 HR practices.

IT Services & Telecoms

Gualtiero Bazzana, Executive Vice-President of ALTEN, is in charge of the development of the Entreprise Services and Telecoms (in France, Germany and the UK). In France, a Department for the Coordination of Practices (DCP) was created. It leads the Software development, Testing & RPA, Agility, Security, Cloud & Infra and Data practices, as well as Training, and is responsible for coordinating and supporting Business Managers in the development of these practices.

Launch of the ALTEN CAMPUS platform



Training, support for various non-profit projects, partnerships, events... ALTEN has always been committed to helping students throughout their career to facilitate their professional integration. This year, in order to maintain the link with the campuses in the healthcare context, the Group is reinventing itself and going further with the release of its free platform, altencampus.fr, the first digital interface dedicated entirely to students to boost their projects and careers.



BUSINESS STRATEGY AND OBJECTIVES: A STRONG POSITIONING IN ENGINEERING AND IT SERVICES

ALTEN's positioning

The ALTEN Group is involved in the R&D and digital strategy of its customers to help them develop their new products & services and improve the company's internal performance.

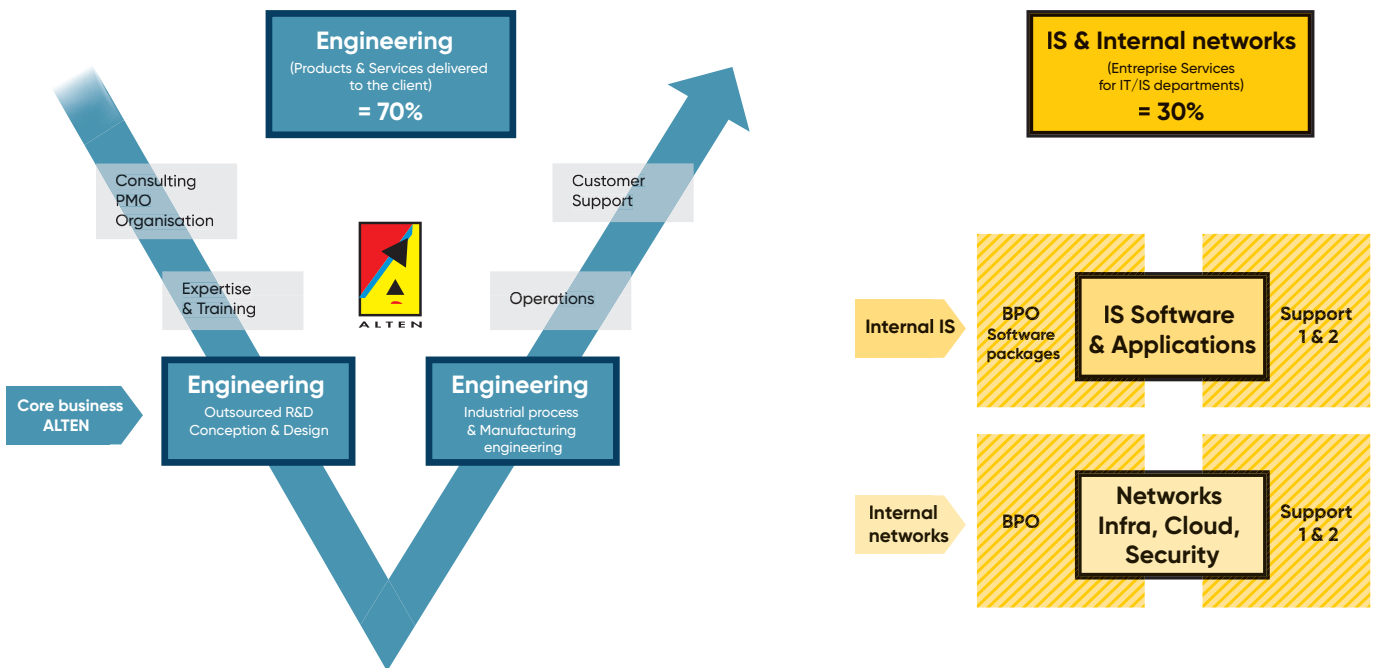
Risk level	Position	Estimated gross margin	% of Group's activity
4	<ul style="list-style-type: none"> • IP, Risk sharing, Software publisher • Capex investments: prototyping, testing and pre-production activities 	Random & long-term	0%
3	Work Packages With Technical Direction Specific Methodologies & specific tools		60%
	Time & Material (TM) With added value: HR management and bench risks Nb: 2+ High-level consultancy	25% - 35%	38%
2			
1	Staffing, Freelance	5 - 18%	2%



For information:

- Level 5 = manufacturer (Tier -1 plant & production)
- Level 6 = industry (OEM – complete integrator)

Of all the engineering technological projects and the IS & Internal networks, the Group covers all of the development cycle of a product.



ALTEN is an Engineering Group (70%) with 80% digital positioning

ALTEN's Core Business services are supplemented by specific offerings through subsidiaries specialising in Consulting and Expertise.

Consulting:

- MI-GSO|PCUBED (Consulting in PMO and Change Management);
- AVENIR CONSEIL FORMATION, QUICK RELEASE and AP SOLUTIONS (Consulting and Training in PLM Management and PDM);
- CPRIME (Consulting in Agile Methods, SAFe and DevOps);
- OPTIMISSA and NEXEO (IT Consulting in Market Finance).

Expertise:

- LINCOLN AND SDG GROUP (Data Sciences and BI);
- AIXIAL and PVR (Life Sciences: CRO and Pharmacovigilance);
- CADUCEUM (Life Sciences: Quality and Manufacturing);
- ATEXIS (Customer Support and MCO);
- ALTEN CALSOFT LABS (VLSI and MicroChip design);
- ANOTECH (Design Office, Infrastructure and Operations, in particular Oil & Gas).

Engineering: the Group's historical core business

The Group is involved in all phases of the product cycle for the technical divisions of the industry: consulting and specifications, R&D, conception and design, Manufacturing Engineering and Customer support.

The international coordination between ALTEN's engineering centres around the world and the excellent knowledge of its customers' business environments have made the Group the leading technological partner for major clients in the industry for over 30 years.

A complementary and logical positioning around IT Services

The digital transformation within IT/IS departments accelerated in 2020, driven in particular by the healthcare context. ALTEN, a major player in Digital Engineering, is naturally positioned to provide the IT Services market with high value-added technological responses on topics at the heart of digital transformation:

- End-to-end control of the application lifespan;
- Software development and testing;
- Infrastructures and networks;
- Migration to Cloud, Data Protection and Cybersecurity;
- Training in the methods and professions of IT through the ALTEN Academy, offering courses leading to international certifications such as ISTQB, IREB, IQBBA, SAFe and Scrum.org.

In many countries, ALTEN is essentially positioned around Engineering and must complement its multi-sector development there thanks to IT Services, which should represent around 30% of revenue.

In 2020, this development was supported by the acquisition of several companies such as:

- In France: UNIWARE (Network Infrastructure and Cloud), NEXEO (Digital transformation consulting in Banking, Finance, Insurance);
- In Portugal: IT SECTOR (Banking IT Services);
- In Southern Europe and the United States: SDG GROUP (Data Sciences and BI).

Outlook and strategy

The Group has shown its resilience in the face of the health crisis. Its excellent financial health and cash position are strong assets for accelerating the recovery of the business.

2020 will remain a year severely impacted by the health crisis, resulting in the loss of 4,800 projects (3,150 engineers on assignment). The Automotive and Civil Aeronautics sectors were strongly affected, now accounting for only a quarter of revenue. The Automotive sector should nevertheless start to rebound in the course of 2021. For Civil Aeronautics, the recovery is expected in 2022. The other business sectors should gradually return to their normal growth rate.

The resumption of activity is expected to gather pace in the course of 2021. The timing of the recovery and the return of organic growth will depend on the evolution of the health situation, normally in the second half of 2021. To accelerate its development and strengthen its position in strategic sectors and activities, ALTEN will continue its targeted external growth strategy, both internationally and in France. By the end of 2021, ALTEN intends to be able to return to, or even improve upon, the situation it was in two years ago and in 2022, the Group should be in a better position than before the crisis with:

- ▷ Better distribution of sectoral diversification (strengthening of the Defense/Space/Telecoms/Life Sciences/Energy/Services/Banking sectors);
- ▷ Around 65% of revenue outside France;
- ▷ An X-shore capacity to meet the expectations of its customers in Europe and America.

BUSINESS MODEL: THE BENEFITS OF DEVELOPMENT

OUR RESOURCES

COVID-19 resources

ALTEN has shown resilience thanks to the relevance of its model, based on:

- Its organisation and rigorous management;
- Its balance sheet structure and financial resources;
- Its commercial and HR dynamics.

Human Resources

- 33,800 employees including 29,400 engineers in over 30 countries across 5 continents

Intangible resources

- Extensive expertise in all fields of engineering
- R&D programmes and Innovation Labs
- Project management methodology certified CMMI level 3
- Integrated Information and Environment Management System for the Group

Societal Resources

- 45 partnerships with NGOs or similar associations
- 163 school partnerships
- Responsible Purchasing Charter, Ethics & Compliance Charter, Sustainability Charter

Financial Resources

- Revenue of €2,331.9 million in 2020. 61.1% of revenue generated outside France
- Controlled decline in operating margin (ROA 6.1% of revenue)
- A very healthy financial structure: shareholders' equity: €1,214 million – Positive cash position: €196 million

Environmental resources

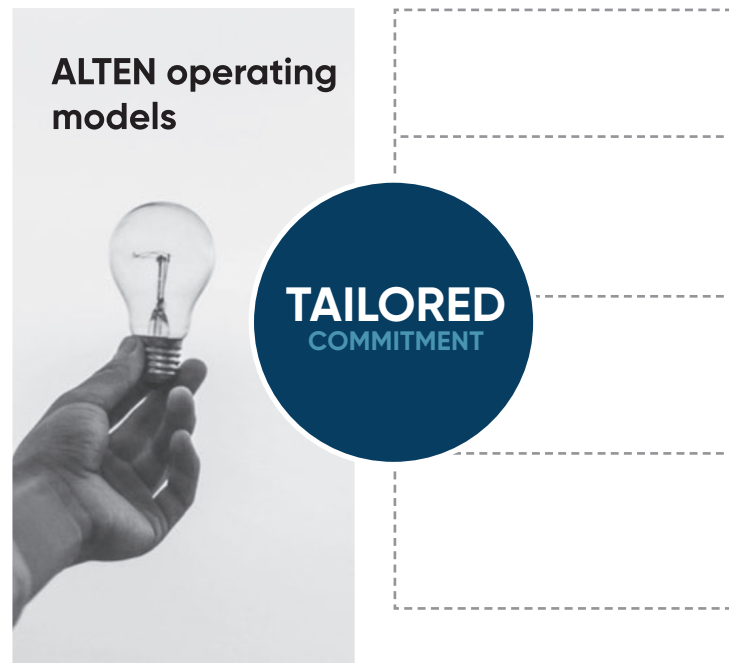
- Use of energy and natural resources (see 4.4 – "Reducing the Group's environmental footprint")

OUR DNA

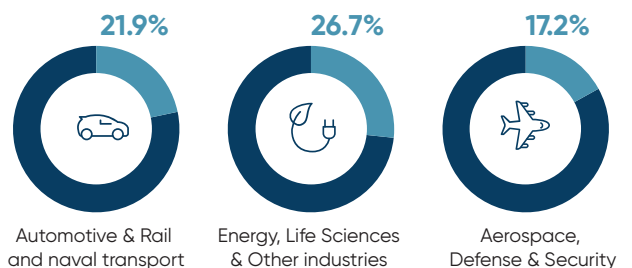
Comprehensive technological coverage

- Engineering and outsourced R&D
- IT & Network Services
- Subsidiaries specialised in Consulting and Expertise

5 levels of commitment to meet customers' needs



Comprehensive and balanced coverage of segments



High-performance human resources and talent management processes

- Multiple and varied career opportunities

- **Consulting**
Consulting with commitment of providing resources
- **Globalisation**
Gathering on a single contract covering several consulting projects
- **Service contract**
Service contract with commitment to providing resources and to achieving performance goals
- **Work units service contract**
Service contract with a commitment to results and performance
- **Fixed-price project**
Fixed-price project with a commitment to achieving results

Commitment of providing resources
Delivery of specific and flexible expertise

Commitment of providing resources
Teams of consultants delivering a wide range of expertises on a single contract

Commitment to service quality
Service level commitment & delegation of project management

Commitment to results
Deliverables industrialisation & productivity gains

Commitment to results
Control, quality, time, delay, fixed price

OUR VALUE CREATION

Engineering expertise and culture (see "Strategy" in this document)

- High-end positioning deployed on engineering occupations
- A Project Management Technical Division composed of 300 people
- Engineering centres of excellence

Human capital development (see 4.2 "Career-accelerating employer")

- A major player in the employment of managers and engineers and the professional integration of young people
- TOP EMPLOYER 2020[®] in France, Germany, Spain and Italy

Targeted external growth strategy

- 10 international acquisitions in 2020

Societal commitments (see 4.3.6 "Regional solidarity")

- 2,877 days of skills sponsorship

External certifications and assessments (see 4.1.5 "Ratings – Awards")

- EcoVadis: 82/100
- CDP: A (Supplier Engagement Rating category), B (Climate Change category)
- ISO 9001, 9100, 27001, 14001 & 45001 (ALTEN Spain)
- CEFRI MASE

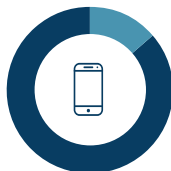
20.4%



BFI*, Services & Public Sector

*Banking, Finance & Insurance

13.8%



Telecoms & Media

STRATEGIC LEVERS

Governance

The Board of Directors

The Board of Directors determines policy for the company's business and supervises its implementation. It also defines the company's development strategy and the objectives to pursue.

Composition:

- **Simon AZOULAY**, Chairman and Chief Executive Officer;
- **Aliette MARDYKS**, Independent Director and Chairwoman of the Audit Committee;
- **Evelyne FELDMAN** (until 27/10/2020), Independent Director and Chairwoman of the Remuneration and Nomination Committee;
- **Maryvonne LABELLE** (from 29/01/2021), Independent Director and Chairwoman of the Remuneration and Nomination Committee;
- **Philippe TRIBAUDEAU**, Independent Director – Lead Director – Member of the Audit Committee;
- **Gérald ATTIA**, Deputy Chief Executive Officer – Director;
- **Emily AZOULAY**, Director and Member of the Remuneration and Nomination Committee;
- **Marc EISENBERG**, Independent Director;
- **Marwane METIOUI**, Director representing employees;
- **Jane SEROUSSI**, Director.

The General Management

The General Management implements the strategy defined by the Board of Directors and develops the business. It is assisted by two committees:

- The Executive Committee
- The Group Management Board

The Executive Committee

The Executive Committee analyses the commercial and financial results and implements operational measures.



Simon AZOULAY,
Chairman and Chief Executive
Officer



Gérald ATTIA,
Deputy Chief Executive Officer
responsible for International
Scope 2



Bruno BENOLIEL,
Chief Operating Officer,
responsible for Finance, Legal
and Information Systems



Pierre MARCEL,
Deputy Chief Executive Officer,
responsible for ALTEN France
and Solutions subsidiaries



Olivier GRANGER,
ALTEN Manager responsible
for International Scope 1



Pierre BONHOMME,
Executive Vice-President
ALTEN France, UK and North
Germany



Stéphane OUGIER,
Executive Vice-President
ALTEN France and Solutions
subsidiaries



Gualtiero BAZZANA,
Executive Vice-President
ALTEN France for Entreprise
Services and Telecoms



Pascal AMORÉ,
Executive Vice-President
responsible for ALTEN in Asia



Olivier LEMAÎTRE,
Executive Vice-President
responsible for Germany
and Austria

The Group Management Board

The Group Management Board, comprising the Executive Committee, the main International Managers and Support Functions Managers, totals 23 people including 3 women.



Dynamic skills and career management

To support the Group's growth, ALTEN relies on tools that are unique in the market to identify the skills needed to successfully complete projects, today and tomorrow. The skills management system implemented by ALTEN enables each employee to remain trained in the latest technologies, to strengthen their employability and for the Group to secure their development prospects. Thanks to the adaptation of its internal processes, ALTEN targets the needs of its Engineers-Consultants, Business Managers and Support Functions.

The mobility scheme in place at ALTEN provides employees with the opportunity to build their own career development in line with their geographical and functional objectives.

Through its training policy, the Group's main objective is to adapt the skills of its employees to the needs of the market and tomorrow's challenges, by helping them with their professional development. Thanks to the Group's internal training universities, employees can improve their skills, discover a new business line and complete training.

Successful technical and managerial organisation

ALTEN implemented a technical and projects organisation achieving global recognition through:

- The Projects Division, with 300 Technical Managers, Project Leaders and experts;
- A training centre and academies (DevOps, Cybersecurity, Testing) that allow all Engineers and Consultants to advance their careers at the highest level;
- Technical communities to promote the exchange and sharing of information and capitalisation of know-how;
- A Quality and Methods Department. ALTEN's project management methodologies are assessed as CMMI Service Level 3.

Comprehensive technological coverage

Consulting services

“Consulting” means going on-site to carry out a project on a customer’s premises with a commitment of resources. Billing is on a time-spent basis and the project is supervised by an ALTEN Manager. All projects entrusted to ALTEN are

carried out by highly qualified Engineers. To find out more about ALTEN’s skills in terms of consulting assignments, please refer to Chapter 1.4 – “Excellent technical organisation” of the present document.

Work Packages management

The growth in Work Packages management is related to the listing policies of the major industrial companies, which aim to streamline sub-contractor services and transfer increasingly broad scopes as well as project management responsibilities to the selected service providers. These providers must be able to orchestrate the completion of projects through established oversight processes. Work Packages include several levels of responsibility and risk-sharing, and may be carried out at the client’s premises or may be partially or completely outsourced to an ALTEN facility.

Work Packages, an integrated customer/supplier relationship

The expansion of Work Packages services has major implications for ALTEN but also for customers. Beyond the project feedback that is systematically capitalised, the search for productivity may lead to a change in the service and/or may bring into play ALTEN nearshore or offshore structures for all or a portion of the project.

These transformations lead to a revision of the technical processes and interfaces for both ALTEN and the customer, and are therefore implemented as part of an integrated supplier approach.

ALTEN, French leader in the delivery of Work Packages

ALTEN is currently the uncontested leader in the delivery of Work Packages, both in numbers and by size of the projects undertaken, which represented 60% of business activities in 2020, and through the quality of the ALTEN delivery. Its project management methodologies are assessed at Capability Maturity Model & Integration (CMMI) level 3. This worldwide standard established by the Software Engineering Institute makes it possible to understand, assess and improve engineering companies’ systems for completing projects through a continuous improvement approach.

A unique capacity for offshore delivery

Today, ALTEN carries out more than half of its projects in France in “Structured Project” mode (Work Packages). Part of these projects is outsourced in its Delivery centres. In its approach to improve the competitiveness of its customers, ALTEN involves its nearshore/offshore centres in all or part of a project when they can optimise the Skills/Quality/Cost equation. These centres have top-level Engineers and are well placed to meet the offset challenges of the Group’s customers. ALTEN employs nearly 2,000 consultants in its offshore centres.

Ethical and responsible practices

For ALTEN, being a responsible partner means placing ethics at the heart of its activities. The Group establishes relationships of trust with its stakeholders, so as to always meet their requirements and satisfy their expectations. As such, the ALTEN Group complies with:

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

An Anti-Corruption Code of Conduct has been adopted and distributed to employees. An Ethics and Compliance Charter is also sent to all of the ALTEN Group's stakeholders.

The Compliance Programme extends to the protection of personal data for ALTEN and has a dedicated organisation and governance. The system is supplemented by networks of compliance and data protection officers. ALTEN employs significant resources to train and raise awareness among its employees: training, guides and awareness e-learning.

ALTEN is committed to sustainable relationships with its partners: through its responsible purchasing policy, the Group interacts with its suppliers on subjects such as Human Rights, the environment, security and corruption. Suppliers' CSR performance is assessed from the call for tenders, as well as continuous improvement over the contractual life cycle.

Commitment and compliance are also reflected in the signing of the Group's responsible purchasing policies and charters when a contract is signed. For 2 years in France, suppliers with a high level of CSR risk must respond to a dedicated questionnaire to demonstrate the level of control they have over their business-related challenges and their value chain. If the responses and associated documentation are not satisfactory, action plans will be drawn up and monitored. Collaboration with the suppliers concerned may be reviewed if these action plans are not implemented.

ALTEN is also committed in the regions through several value and meaning adding actions:

- Skills-based sponsorship actions are provided by the Group's different companies thanks to the *ALTEN Solidaire* programme, which shares its know-how and skills with recognised public interest associations and foundations, primarily in the social, medical or environmental fields. In 2020, more than 50 engineers took part in a skills-based sponsorship mission in one of the 20 partner associations;
- Partnerships with local schools and universities as well as a Group commitment to promote engineering careers among young people. The Group supports educational competitions such as *Je filme le métier qui me plaît*.

Innovation, a driver of the Group's growth

ALTEN, a leader in outsourced R&D, has become a central player in large industrial transformations which are based in particular around two major focuses: digital transformation for all industries and the transition towards sustainable development to better integrate the constraints linked to the preservation of the environment and changes in society. ALTEN's original innovation approach consists of supporting its customers by combining its expertise in their business lines and products with multi-sector expertise capacities and digital skills.

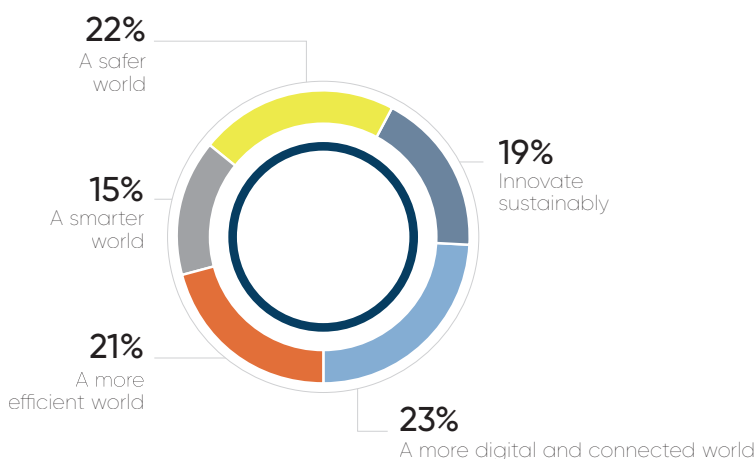
These two large drivers were combined in the major Research and Development themes that steered the ALTEN teams in 2020. The implementation of digital technologies is a major technological basis for the majority of developments taken on for the Group's customers. From the improvement of data storage and processing technology to the search for solutions which reduce environmental impacts, the research topics covered offer a wide-ranging view of tomorrow's industrial world.

In 2020, the ALTEN Innovation Division reached its full operational maturity by pooling its research efforts on 8 main programmes and more than 100 different projects, representing all the Group's diversity: Automotive, Aerospace & Defense, Factory 4.0, 5G networks, Banking, Finance & Insurance, Smart Data Exchange, Quality & Green Supply Chain, Smart design & New materials. All these projects were systematically generated by ideas carried out with

ALTEN Consultants and Specialists aware of the innovation needs of the Group's customers. New Labs were created: Sèvres platform, Morocco and Romania Labs, AIXIAL Lab, start of the Derby Lab (UK). Supervised by permanent teams of several dozen experts and senior specialists, the ALTEN Labs continuously involve hundreds of Consultants, engineering interns and PhD students to carry out the Group's research projects, and promote ALTEN's ability to innovate among its customers. Emphasis was placed on the creation of internal value, the development of partnerships with reputable companies and research laboratories, as well as the completion of digital platforms to accelerate the development of industry applications. The ecosystem and diversified portfolio of innovations enable ALTEN to adapt to the specific configurations of most of its main customers. The internationalisation of the function has started and will continue in 2021.

The breakdown of the Group's R&D activities shows an acceleration of ALTEN's efforts in sustainable and eco-responsible development (19% of R&D vs. 11% in 2019), a stable focus on smart and connected systems and the importance of work on the safety of property and people (22%).

Breakdown of ALTEN R&D in 2020

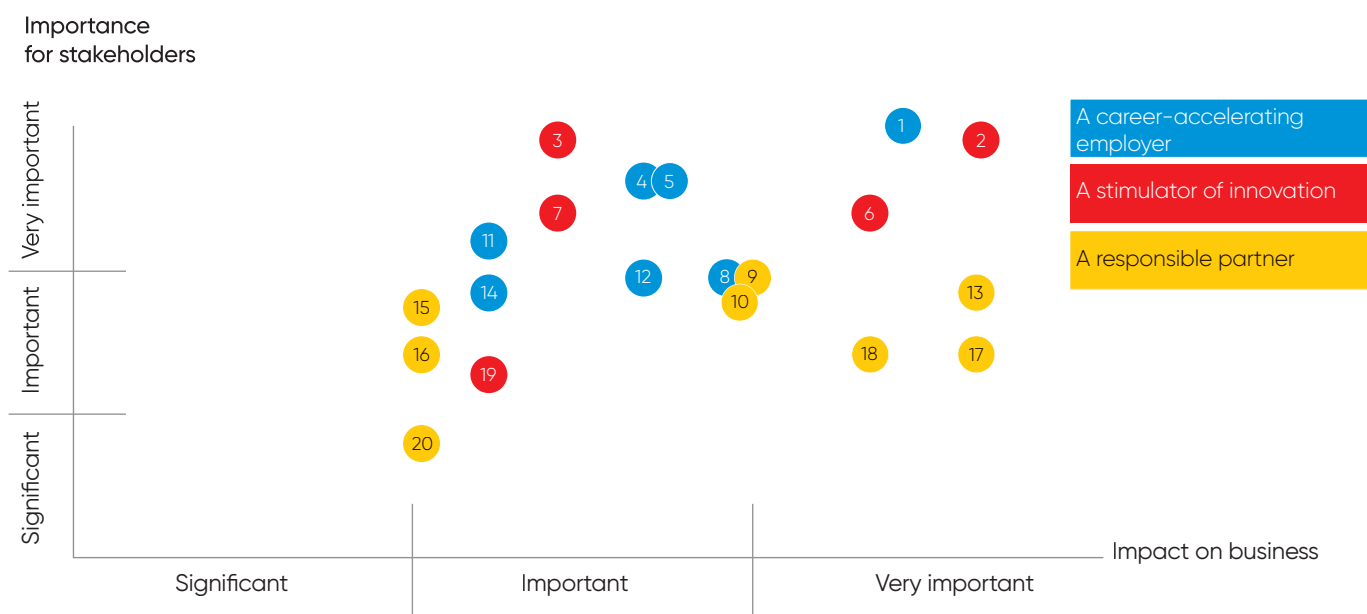


CSR STRATEGY AND OBJECTIVES: SUSTAINABLE DEVELOPMENT AT THE CORE OF THE STRATEGY

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

- A career-accelerating employer;
- A player in sustainable innovation;
- A responsible partner and citizen.

This CSR strategy is based on a materiality study, in line with the requirements of the Global Reporting Initiative (GRI).



A career-accelerating employer

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

A stimulator of innovation

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

A responsible partner

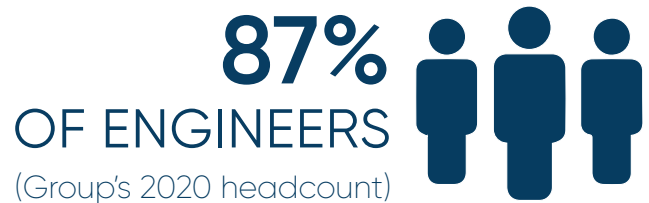
9	Place ethics at the core of the activities
10	Commitment to long-term relationships with partners
13	Maximise customer satisfaction
15	Support strong and meaningful societal initiatives
16	Dialogue with stakeholders
17	Develop worldwide and in France
18	Secure information systems
20	Minimise the environmental impact of the Group's facilities

ALTEN and its stakeholders

As a leading Engineering and IT Services company, ALTEN is committed to meeting its stakeholders' expectations and anticipating their requirements whilst ensuring that its activities reconcile performance with sustainable development.

A career-accelerating employer with regard to employees

The women and men who make up the ALTEN Group are the driving force of its business. As such, ALTEN's ability to identify, attract, develop and promote the best talent is a strategic way to meet the expectations of its customers. ALTEN's Human Resources management policy focuses on the multiplicity of career paths and the development of skills through its internal universities, while favouring inclusion and the promotion of diversity.



A stimulator of innovation with regard to customers

The ALTEN Group has positioned itself as a catalyst for innovation alongside its customers by developing innovative and sustainable solutions. ALTEN conducts its own Research & Development and innovation programmes reconciling economic, environmental and social dimensions to create

value for its customers and enable them to benefit from best practice in technologies.

A responsible partner with regard to suppliers, regions and civil society

The ALTEN Group has founded its development on the pillars of integrity and transparency. The Group is committed to a responsible purchasing approach to support the CSR performance of its suppliers.

ALTEN has formed a number of partnerships with local schools and associations to promote engineering, scientific and technical careers among young people. For many years, the Group has been committed to feminisation in these professions, and can count on its female employees to talk about their careers and promote them among young women.



Committed to the environment

For 10 years, ALTEN has worked to limit the impact of its activities on the environment. The Group has formalised its commitments in its Sustainability Charter and encourages all of its entities worldwide to adopt a proactive environmental approach, using a recognised standard.

The signature of the Climate Charter for Engineers in 2019, as well as its results with various non-financial rating agencies (EcoVadis, Gaia, CDP) are also proof of the Group's commitment to work together with its stakeholders to make progress on the climate issue.

ALTEN's environmental approach focuses on 3 priority actions.

1. Reducing its greenhouse gas emissions

- Annual review of CO₂ emissions
- Using renewable energies and developing energy efficiency in buildings:
 - Purchasing renewable energy;
 - Choosing efficient and certified buildings for site openings;
 - Modernising the real estate portfolio.
- Reducing the impact of IT facilities:
 - Energy savings achieved in the Group's data centres;
 - Certified computer equipment.
- Acceleration of sustainable mobility:
 - Optimisation of mobility plans;
 - Promotion of environmentally friendly modes of transport and clean vehicles, installation of charging stations;
 - Establishment of an eco-mobility e-learning module.
- Sustainable innovation development:
ALTEN is committed to sustainable innovation and is conscious that its activities and the sectors in which the Group operates confer upon it an indirect environmental responsibility with its customers.
 - R&D projects on energy efficiency and transport electrification as well as on improving the environmental performance of industries.

2. Using natural resources wisely

- Reduction of paper consumption:
 - Paperless processes;
 - Reduction of the printer inventory;
 - Monitoring of paper consumption.
- Waste reduction and sorting:
 - Elimination of plastic cups;
 - Recycling of waste from electrical and electronic equipment (WEEE).
- Preservation of biodiversity:
 - Purchase of labelled supplies;
 - Purchase of recycled paper;
 - Sponsoring beehives.

3. Informing and raising employee awareness of environmental protection

- Internal communications:
 - Internal social network;
 - Newsletter;
 - Intranet;
 - Posters.
- Events:
 - Challenges/Escape games;
 - Questionnaires;
 - E-learning.

4

NON-FINANCIAL PERFORMANCE STATEMENT

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LETTER FROM THE CHAIRMAN GRI 102-14



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

Faced with the unprecedented major crisis facing the world, our international development and our leading position in the Engineering and Technology Consulting market give us an even greater responsibility towards all our stakeholders.

To meet their expectations, ALTEN has historically relied on a sustainable development strategy initiated with the signing of the United Nations Global Compact. Structured around three priorities, this strategy is a lever for resilience in the face of the exceptional situation we are experiencing:

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

- a key player in sustainable innovation, through the support given to our customers, employees and students in developing sustainable innovative solutions;
- a responsible partner, uncompromising on essential issues such as information security, business ethics and respect for the environment.

In 2021, we will continue to face new challenges. As Chairman and Chief Executive Officer of ALTEN, I affirm my commitment to continue the deployment of this approach in the Group’s various countries through a network of CSR officers, to capitalise on everyone’s initiatives and share our common values”.

Simon AZOULAY,
Chairman and Chief Executive Officer of ALTEN

THE GROUP’S VALUES

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

Engineering culture

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

Sustainable growth

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

Human capital development

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

ORIGIN OF THE GROUP'S COMMITMENTS GRI 102-12 GRI 102-13



2010

- The 10 principles of the United Nations Global Compact are signed

2011

- Distribution of the Sustainable Development Charter and the first Code of Ethics

2012

- Distribution of the Responsible Purchasing Charter
- First awarded TOP Employer® label in France

2013

- ISO 14 001 certification obtained
- Achievement of "Gold" status in the EcoVadis assessment

2014

- "Advanced Level" awarded by the Global Compact

2015

- ISO 9001 certification obtained

2016

- ISO 27 001 certification obtained

2017

- Creation of ALTEN Solidaire

2018

- A- score received with CDP, ALTEN's CMMI level 3 certification renewed

2019

- Syntec-Ingénierie Climate Charter for Engineers signed

2020

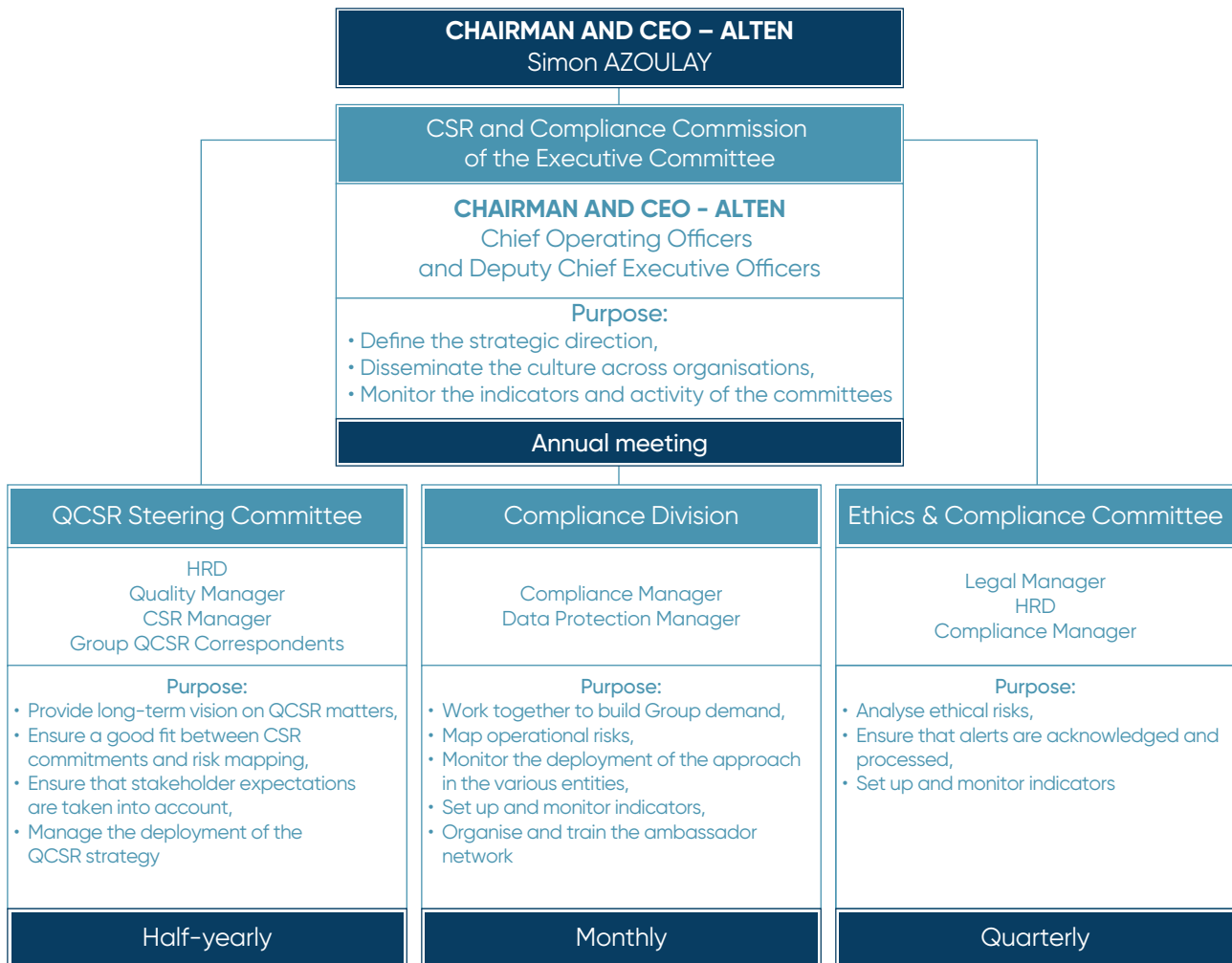
- 2020 Achievement of "Platinum" status in the EcoVadis assessment

4.1 GOVERNANCE AND CSR STRATEGY

4.1.1 CSR GOVERNANCE **GRI 102-18**

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

CSR governance was strengthened to support deployment of the approach across all Group companies. A CSR and Compliance Commission was established within the Executive Committee to validate proposals from the Quality-CSR Group Steering Committee, those from the Ethics and Compliance Committee, and to track the implementation of Compliance projects in the Group.



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

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

4.1.2 STAKEHOLDER MAPPING

GRI 102-40 GRI 102-42 GRI 102-43 GRI 102-44

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

Level 1

Staff, consultants, or employees

ALTEN's true ambassadors

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

Customers

Drivers of innovation research

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

Students and young graduates

Future employees with a high added value

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

Schools and universities

Partners to nurture careers

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

Level 2

Associations promoting scientific occupations

Revealing tomorrow's potential

Interaction(s): participation in events promoting scientific occupations

Shareholders

Support for development

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

The media

Vectors of the ALTEN brand image

Interaction(s): interview, press, social media

Suppliers and subcontractors

Partners in success

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

Staff representatives

Ensuring social dialogue

Interaction(s): staff representative bodies

Rating agencies

Witnesses to ALTEN's performance in non-financial areas

Interaction(s): questionnaires covering non-financial performance

Level 3

Professional bodies

Defenders of the sector's interests

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

Public and political powers, city halls, neighbouring businesses

Generators of a sustainable local dynamic

Interaction(s): conferences, articles, online platforms

International organisations

Guides towards a more responsible approach

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

Competitors

Competitors that encourage others to excel

Interaction(s): annual publications, conferences, events

Partner associations

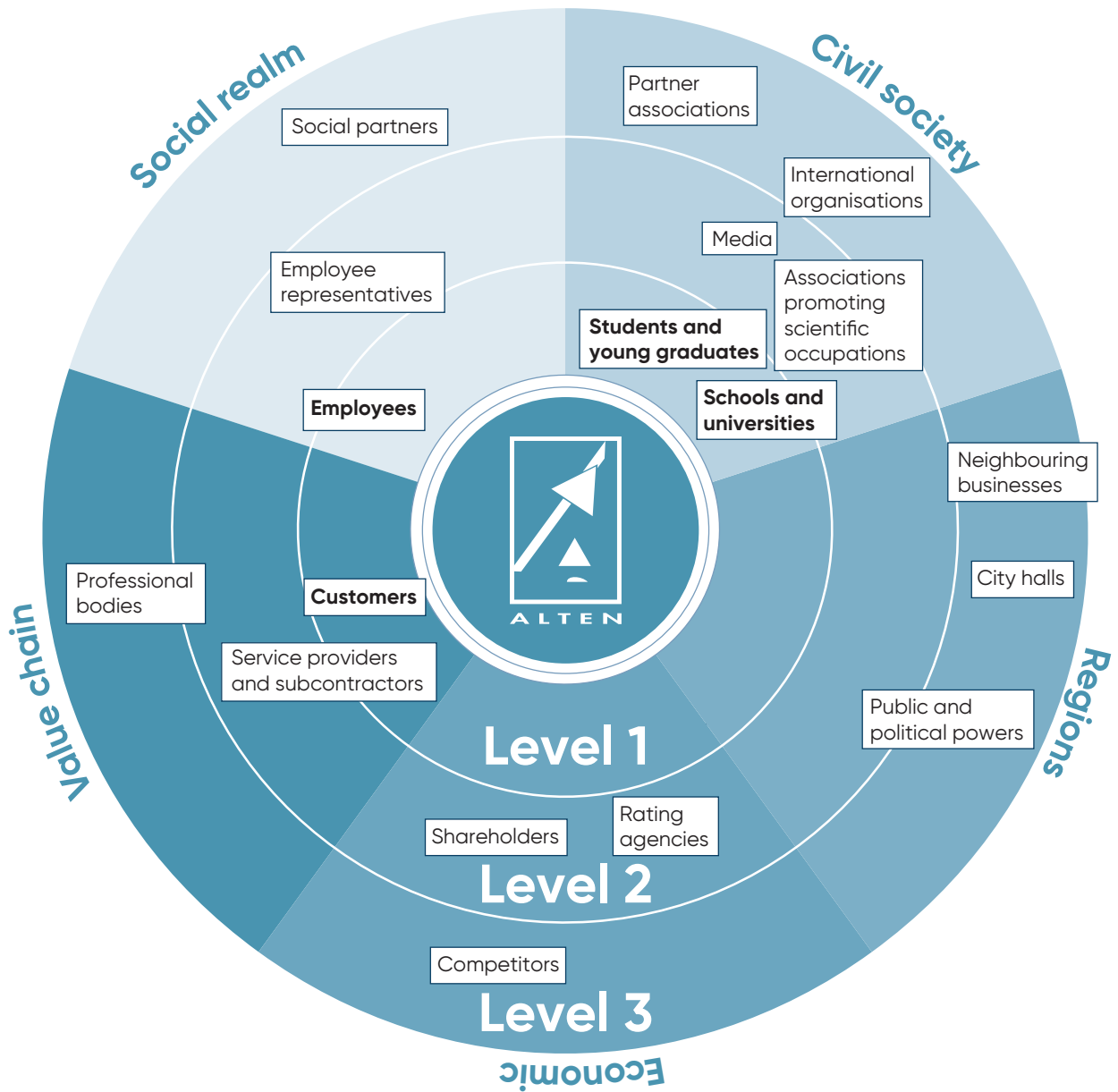
People upholding ALTEN's commitment

Interaction(s): skills-transfer, events

Social partners

Guarantors of social negotiations

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



4.1.3 PRIORITISATION OF CHALLENGES GRI 102-44 | GRI 102-46 | GRI 102-47 | GRI 103-2

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

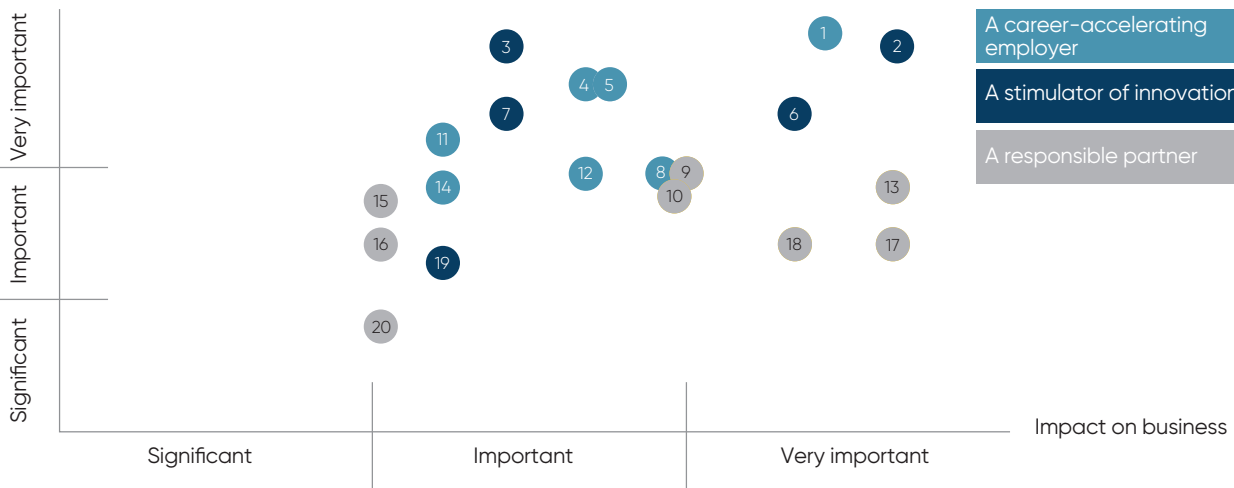
The ALTEN Group’s materiality matrix complies with the principle of materiality defined by the guidelines of the Global reporting Initiative (GRI).

Challenges are considered “material” for an entity if they can affect the Company’s short-term performance, determine its capacity to achieve its strategic objectives or match best

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

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

Importance for stakeholders



A career-accelerating employer

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

A stimulator of innovation

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

A responsible partner

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

4.1.4 MAIN NON-FINANCIAL RISKS GRI 102-15 GRI 102-44 GRI 103-1 GRI 103 -2

In line with Articles L. 225-102-1, L.22-10-36 and R. 22-10-29 of the French Commercial Code, the ALTEN Group reviewed its main non-financial risks based on analysis of their existing materiality and relevance, as well as the severity of the challenges linked to financial risk analysis.

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

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

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

1/ Talent recruitment and retention

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

This policy is supported by a retention plan enabling ALTEN to occupy a leading position on the job market. Employee recruitment and retention strategy is described in Sections 4.2.3 – "Attracting talent" and 4.2.4 – "Retain talent".

Materiality matrix challenges related to this risk:

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

2/ Expertise and skills

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

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

Materiality matrix challenges related to this risk:

- promote the development of technical knowledge through R&D;
- develop innovative and sustainable solutions to serve customers and society;
- develop the skills of every person, and reinforce their employability;
- promote the sharing of knowledge among stakeholders.

3/ Health and safety in the workplace

Occupational health and safety are key responsibilities for ALTEN, since they help ensure optimal working conditions for its employees.

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

Materiality matrix challenges related to this risk:

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

4/ Security of the IT systems

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

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

Materiality matrix challenge related to this risk:

- ensure the security of information systems.

5/ The Ethics Charter and compliance with regulations

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

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

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

Materiality matrix challenge related to this risk:

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

6/ Dialogue with local stakeholders

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

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

Materiality matrix challenges related to this risk:

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

7/ Human rights and environmental damage involving suppliers and subcontractors

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

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

Materiality matrix challenge related to this risk:

- commitment to long-term relationships with partners.

8/ Climate change

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

The Group has developed an environmental management system that is incorporated into the quality management system. Having earned a category B CDP score, the Group considers that the combat against climate change is also a source of opportunity for its business. The Group's policy and plan to reduce its emissions are described in Section 4.4 – "Reducing the Group's environmental footprint".

Materiality matrix challenge related to this risk:

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

4.1.5 RATINGS – AWARDS

GRI 103-3

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

- **Top Employer®:** for the ninth consecutive year, ALTEN France was named Top Employer® France 2019, awarded by the Top Employers Institute, which recognises companies for their HR policy and, in this instance, the human investments made by the Group to become an employer of reference. ALTEN Spain, ALTEN Italia, ALTEN GmbH and MI-GSO were also certified Top Employer® 2020;
- **EcoVadis rating:** after 11 years of voluntary assessment, in 2020, the ALTEN Group once again assessed the responsibility of its practices, using the EcoVadis platform. The Group's Sustainable Development approach obtained a score of 82/100, an increase of two points compared to last year, enabling it to reach the highest level of EcoVadis recognition with the award of the Platinum medal which recognises the top 1% of the best performing companies worldwide;
- **Management system certifications:** international standards are strategic tools and guidelines; incorporating the requirements of these standards into the company management system ensures their optimum effectiveness. ALTEN and its subsidiaries are mostly ISO 9001 and EN 9100 certified (aeronautics sector) for their quality management system, and ISO 14001 certified for their environmental performance management. ALTEN France is ISO 27001-certified (information security management) since 2012. Note: ALTEN India, APTECH, HUBSAN, ALTEN Spain and ALTEN GmbH in Germany are also certified;
- **Health & Safety Certifications:** ALTEN has had MASE (manual for the improvement of company safety) certification since 2008 and CEFRI (certification for working in radioactive sites) certification since 2007, bearing witness to the efforts made and successes achieved thanks to ALTEN's Health & Safety management system. These certifications demonstrate a will to adopt a continuous improvement approach in the Health, Safety and Environment (HSE) fields. Note also: ALTEN Spain is ISO 45001-certified;
- **Global Compact:** a signatory of the United Nations Global Compact since 2010, the Group yet again demonstrated in 2020 the success of its sustainability commitments and initiatives by the renewal of its Communication on Progress (COP) at the Advanced Level;
- **CDP:** in 2020, the Group earned a B rating in recognition of its initiatives for climate change. ALTEN received an A rating in the Supplier Engagement Rating category, which assesses the effectiveness with which companies engage with their suppliers in the fight against climate change;
- **Universum:** this year, ALTEN stood out from its direct competitors by being the only company to make progress (+3 points) thanks to being ranked 80th in the Engineering category;

- **Gaia:** in 2020, for the sixth year running, ALTEN took part in the Gaia Rating project. Thanks to its environmental efforts, its social commitment and its governance, ALTEN was ranked 19th out of the 230 companies assessed, with a rating of 82/100;
- **CMMI:** the CMMI-SVC[®] (Capability Maturity Model and Integration – Services) assessment strengthens ALTEN's position as a world leader in the implementation of complex projects, supported by leading-edge expertise and the establishment of development processes. In 2020, ALTEN achieved Level 3, which is the highest level of maturity reached in France, all sectors combined.

4.2 CAREER-ACCELERATING EMPLOYER

GRI 103-1 GRI 103-2 GRI 103-3 GRI 405-1

4.2.1 CHALLENGES AND PRIORITIES

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

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

4.2.2 ALTEN EMPLOYEES GRI 102-7 GRI 102-8 GRI 401-1

The total workforce of the ALTEN Group in the CSR scope amounted to 25,893 employees at 31 December 2020. In France, there are 10,905 employees at over 38 business sites.

	Number of women in the headcount	Number of men in the headcount	Total 2020	Total 2019
France	3,295	7,610	10,905	13,500
Germany	485	1,762	2,247	2,661
Belgium	214	532	746	763
Spain	573	1,398	1,971	1,932
Italy	500	1,403	1,903	1,642
Sweden	307	921	1,228	1,647
India	391	1,685	2,076	2,199
The Netherlands	162	812	974	965
China	309	443	752	-
USA ⁽¹⁾	156	231	387	150
UK	132	694	826	1,089
Morocco	423	380	803	811
Portugal	43	64	107	115
Finland	113	375	488	513
Switzerland	89	319	408	272
Qatar	6	66	72	88
TOTAL	28%	72%	25,893	28,347

(1) CPRIME INC has been included in the scope from 2020.

In France, the average age of employees is 32. Within the Group, 61% of employees are aged between 25 and 34:

	Number of employees over 45 years old	Number of employees aged between 35 and 44 years old	Number of employees aged between 25 and 34 years old	Number of employees under 25 years old
Headcount at 31/12/2020	11%	21%	61%	7%

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

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

93% of employees within the CSR scope have permanent contracts:

Percentage of permanent employees	93%
● Percentage of temporary employees	5%
● Percentage of employees on apprenticeship and vocational training contracts	2%

In 2020, the part-time headcount represented 2% of employees in France.

4.2.3 ATTRACTING TALENT

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

- in France, ALTEN is strongly committed to the student world in order to attract the best talent;
- internationally, a recruitment team supports the Group's growth outside France, where ALTEN generates 61% of its revenue.

In 2020, recruitment and communication activities were strongly impacted by the health crisis. In this context, the ALTEN Group has reaffirmed its commitment to candidates by maintaining its internship and work-study programmes and by deploying new and digital systems to maintain links with students and partner schools. Entertainment and after-work events, networking and conferences have been cancelled or postponed.

1/ Internal systems

A. Cooptation

An internal referral system encourages and rewards the sponsoring of applications by employees. In 2020, there were 195 people hired in France thanks to referrals.

B. ALUMNI Ambassadors

As true ambassadors of the Group, an increasing number of ALTEN's engineers and managers visit their old universities to give lessons, tutorials, conferences and skills-transfer sessions. It is a source of pride for ALTEN to see its employees share the Group's values with their networks.

2/ ALTEN Campus: partner for student projects

A. School and non-profit partnerships

To identify potential candidates as early as possible, ALTEN meets future graduates on a number of occasions: the Group is present at a large number of specialist recruitment fairs and forums. These events are an opportunity for students and graduates to meet recruiters, to discover career opportunities and moreover to benefit from a wealth of recruitment advice from professionals. In 2020, ALTEN took part in 73 fairs and forums (physical or digital) in France and Europe.

In addition, ALTEN France is a partner of nearly 20 engineering schools, and organises technical and business conferences, Thinking Labs (student hackathons), and HR workshops (mock interviews, CV workshops, etc.).

To do this, ALTEN is committed to working on the following four areas:

- strengthen and boost its exchanges with the administrations of the target schools by involving ALTEN Business Directors (called Top Ambassadors). Twenty-six Directors are therefore involved in the management of school initiatives on their former campus, and take part in significant events during the year;
- promote engineering professions through trade fairs, forums and *via* the launch of the Campus Manager Engineer programme, which enabled around 30 employees to work with students in schools;
- make itself known and promote the Consulting Engineering profession: ALTEN sponsors a dozen associations and contributes, *via* the apprenticeship tax, to enhancing the engineering curriculum. These associations include: *BDE CentraleSupelec*, *Leofly (ESILV)*, *EPSA (Centrale Lyon)*;
- as a premium partner of the National Confederation of Junior-Enterprises (*CNJE*) since 2011, ALTEN communicates with 180 business schools, engineering schools and universities. ALTEN's commitment is reflected in the presence of its teams at all *CNJE* meetings, participation in the jury for the Excellence Award, which rewards the best *Junior-Enterprise*, as well as the Award for the best Engineering Study and the Business Development Challenge Award. ALTEN goes even further by establishing partnerships

with some 26 *junior-enterprises*, which the Group supports in their development *via* training courses on the following subjects:

- business development,
- structuring its business activity,
- response to a call for tenders,
- personal branding,
- convincing the recruiter,
- communicate to convince,
- creating a communications strategy,
- negotiating.

In 2020, more than 1,000 students attended these courses online or in person.

B. ALTEN Campus platform

In order to strengthen links with campuses in the healthcare context, ALTEN launched the free platform ALTENcampus.fr, the first digital interface dedicated to students, engineering schools, business schools, technological universities, associations and *junior-enterprises*.

ALTEN is thus continuing its desire to position itself as a true partner of students and their projects, by offering content that complements their courses. In addition to presenting the Group's partnerships and internship and work-study programmes, the site offers e-learning courses certified by ALTEN, as well as three types of regular live conferences: Soft Skills, Tech Skills and Innovation Trends. The objective is to give students the keys to develop their skills, set up an associative or entrepreneurial project or to launch into professional life.

Several actions have been deployed *via* this platform:

- **calls for projects and student sponsoring:** ALTEN launches calls for non-profit projects which enable business or engineering school students to see their charitable, technological, business and/or sporting projects obtain sponsorship. Financial support of €3,000 is on offer, but above all, long-term human support, with access to ALTEN's technical and business expertise, as well as a spotlight on the most talented projects. In 2020, a call for projects was launched and more than 90 applications were submitted; the *UniLaSalle Beauvais* association GreenPerf won the competition, thanks to its biodegradable golf ball concept;
- **Battle Dev:** in 2020, in order to establish its legitimacy as an expert in IT and to always be close to students, ALTEN sponsored the 14th edition of the Battle Dev, the first national online programming competition in France organised by the Moderator's Blog with more than 3,500 participants. ALTEN has created a team of consultants and nearly 200 students (*CentraleSupélec*, *INSA Rennes*, *UTT*, *ESEO*, *Centrale Lyon*, *ESIEE*, *ISEP*, *ESILV*, *ENSEA*, *EPF*, etc.). The participants were encouraged and coached throughout the exercise by the ALTEN teams. Before this competition, students were able to attend a technical conference Before battle led by an ALTEN consultant. Objective: to best prepare students and share expert advice;

- **online conference personal branding:** the conference aimed at training students in personal branding and the management of professional social networks brought together more than 100 participants from engineering schools, business schools or universities.

International initiatives and specialist subsidiaries

- **MI-GSO and ALTEN Spain** conducted training with partner schools (professional career monitoring, Project Management Office, etc.);
- **LINCOLN** maintained in digital format all the events organised to support the talents of tomorrow (network break at *EFREI*, *ENSAI* virtual forums, mock interviews at *EISTI*);
- **ALTEN Switzerland** shared its expertise with the *École Polytechnique Fédérale* de Zurich to help a group of students build a space rocket;
- **ALTEN Sverige** won the "Newcomer of the Year" award at the Universum Digital Employer Branding Awards, as well as the Career Company label, as the Company offering the most development opportunities for students and young professionals;
- **ALTEN Delivery Center Morocco** launched in partnership with the Euro-Mediterranean University of Fès, the 5th edition of its ALTEN competition Morocco Software Awards on the topic of artificial intelligence applied to eco-mobility;
- **ALTEN GmbH and ALTEN SW GmbH** endorsed their partnership as official sponsor of the Formula Student Team Ecurie Aix with the prestigious German University RWTH of Aix-La-Chapelle;
- **ALTEN Netherlands, ALTEN Sverige and ALTEN Italia** have forged special partnerships with numerous universities and schools throughout France.

3/ An attractive employer on social media

Keen to promote projection within the Group, ALTEN is making itself increasingly visible on social media: highlighting initiatives, sharing and relaying information, exchanges, profiles and interviews with consulting engineers, etc. ALTEN has active LinkedIn, Twitter, Facebook, Instagram, YouTube and Glassdoor accounts. The number of the Group's LinkedIn subscribers continued to grow, reaching 290,000 subscribers in December 2020.

In 2020, ALTEN significantly improved its ranking in the Online Talent Communication Potential Park France ranking in seventh place (10th in 2019), rewarding investments and projects in the healthcare context. The Potential Park ranking comes from a survey of over 330 criteria on digital recruitment strategies conducted by companies with 5,000 students and recent graduates from business schools, engineering schools and universities.

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

ALTEN is continuing its actions to promote engineering careers and promote scientific and technical careers among young people, starting in middle school.

ALTEN partner of UPSTI

As a partner, ALTEN continued to support the UPSTI (*Union des Professeurs de Sciences et Techniques Industrielles*) in the deployment of its actions in 2020, reviewed in accordance with the health context. With a network of more than 700 teachers passionate about education, technology and digital sciences, as well as companies and industrial partners, the aim of the UPSTI association is to promote the talents of young people in the fields of engineering and IT in order to train the engineers of tomorrow.

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

Je filme le métier qui me plaît is the first educational competition offering middle and high school students the chance to highlight different jobs by making a three-minute video. In 2020, a virtual ceremony on YouTube was filmed live from the Grand Rex, in a completely empty room. The big winners were congratulated with more than 7,000 live connections, by renowned guests such as Jamy GOURMAND and Claude LELOUCH, Chairman of the 2020 edition.

A loyal partner of the competition for three years, ALTEN sponsored the "Engineers in the spotlight" category and rewarded the film by the French Lycée in Warsaw for its video *La BD - une sacré idée*. The students showed great creativity in playing on the clichés of the IT engineering profession and with humour.

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

4.2.4 RETAIN TALENT

1/ Ensuring employee satisfaction

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

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

The employee onboarding and tracking processes have also been reinforced. All Consultants are invited to an induction event in the month following their arrival. Initially in face-to-face mode, the event has been taking place remotely since 2020 in order to comply with health safety rules. The event is coordinated by Departmental Managers and Career Mission Managers. These integration moments aim to introduce new employees to the ALTEN Group and to create links between them.

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

ALTEN also offers its engineers the opportunity to get involved in a different way in addition to the customer missions they carry out *via* the following roles:

- the role of **Site Leader**, is assigned to a consultant tasked with ensuring team cohesion between Consultant-Engineers working on the same customer site;
- the role of **Campus Manager Engineer** is assigned to an engineer in charge of representing his/her university. This programme was rebooted to involve Campus Engineer Managers both in building relationships with schools and supporting Alumni;
- the creation of the role of **Training Engineer** within AMPLIFY Engineers, an internal training organisation dedicated to Consulting Engineers. This role allows any Engineer wishing to become a trainer to engage in this path. AMPLIFY Engineers is launched with the help of Engineers responsible for producing educational content and delivering in-house training;
- the creation of the **Specialist** role, which consists of promoting and leveraging the expertise of our engineers in technical, scientific or functional areas that represent a strategic challenge for the ALTEN Group.

Thus, to allow the sharing of knowledge and to further efforts to strengthen the link between ALTEN employees, digital conferences "Chronicles of Specialists" were organised in 2020, led by a specialist presenting his/her area of expertise in a one-hour long format, one open to all Group Engineers. In 2020, five chronicles were organised around Agility, the challenges of Nuclear, Machine Learning and the challenges of the energy transition in the Oil & Gas sector.

Lastly, ALTEN's Yammer social network, created in early 2018 in France, currently brings together over 17,000 members Europe-wide. The Group's employees communicated with one another *via* over 150 technical and leisure communities. The objective for the coming years will be to develop the activities and content of the technical communities.

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

- **ALTEN Awards:** the Group strives to value its employees, notably through the ALTEN Awards competition. The 5th edition of this competition, which is open to applications in 2020, will take place in 2021. The ALTEN Awards, through 10 categories, provide recognition of the involvement, commitment and outstanding performance of the Group's Consultant-Engineers:
 - ALTEN Award for a Project Manager of a Structured Project,
 - Innovation Award,
 - Award for Contribution to Corporate Development,
 - Mobility Award,

- Most Promising Start Award,
- CSR Award,
- Award for Site Leader of the Year,
- Commitment Award,
- Specialist Award,
- Jury Special Award.

Following receipt of the applications, the winners will be announced during a digital awards ceremony in the presence of Simon AZOULAY, Chairman and Chief Executive Officer of the ALTEN Group.

International initiatives and specialist subsidiaries

- **CPRIME INC** was awarded the Great Place to Work label and made it into one of the top 100 medium-sized companies;
- **LINCOLN** has also received the Great Place to Work label and is ranked among the top 30 medium-sized companies in France;

- **ALTEN GmbH and SW GmbH** received the awards Top Company and Open Company by the German rating platform Kununu, assessing the attractiveness of the employer via a vote index of employees and candidates, with a score of 3.6/5.

2/ Social dialogue

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

In France, there were 47 CSSCT meetings dedicated to employee health and safety issues, and 171 meetings with the Social and Economic Committee (CSE) that were held during the year 2020.

3/ Remuneration

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

4.2.5 CAREER MANAGEMENT, INTERNAL MOBILITY AND TRAINING GRI 404-3

1/ Career management

ALTEN offers a dynamic Human Resources policy firmly focused on the diversity of career paths and skills development. Internal organisation is specifically tailored to meet the expectations of Consultant-Engineers, Business Managers and Support Functions.

With regards to **Consulting Engineers**, career management is supported by internal processes defined by the Career Development Department (DCI) and its team represented by the Career Mission Officers. These processes are then deployed and monitored by the Business Managers, in charge of Engineers.

For example, Annual Appraisals identify the skills acquired, those to be developed and the training needs in order to build career development plans.

A Mobility system aims to meet the demands of geographical mobility expressed by Engineers. This process also involves promoting internal mobility within the Group between the various entities and functions.

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

reinforce what they learn in-the-field, with operational performance as the goal.

In order to adapt to health challenges, the training courses AMPLIFY France, Germany and Europe have been digitised. A new digital pathway on the Group's IT offering was created, in English and French, and was deployed in France, the UK and Germany. In both France and Germany, an "integration passport" provides new managers with the benefit of support from an experienced manager and supervision in certain key assignments (sales prospecting, recruitment interviews, preparation of technical meetings, etc.)

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

- annual and professional appraisals;
- personnel reviews and career committees;
- management follow-ups: meetings are organised on a regular basis with Directors and managers to define and follow up on development action plans;
- career development meetings: career management service staff meet employees to focus on their professional development, skills acquired, aspirations and prospects for development within the Group.

Despite the health context, the Career Management Support Function was able to remain engaged with employees, conducting 181 career interviews (+12% compared to 2019) and was able to support 122 employees in terms of mobility (+10% compared to 2019). This dynamism and the implementation of all these measures have made it possible to find an internal solution for one vacancy out of every four in 2020.

In total, in 2020, 91% of employees in France had an annual appraisal, as did 81% of the Group headcount.

International initiatives and specialist subsidiaries

- **ALTEN Belgium** is setting up committees to discuss promoting careers as consultants. Operations managers and Technical and Talent Development Department representatives conduct an objective and fair review of all eligible consultants' performance, commitment and interactions with internal teams;
- **MI-GSO, ALTEN GmbH, ALTEN SW GmbH, ALTEN Netherlands, ALTEN Finland** and **ALTEN Maroc** facilitate the integration of new hires and encourage the sharing of the know-how of more experienced consultants *via* sponsorship and mentoring programmes.

2/ Internal mobility

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

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

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

In 2020, in France, 533 people completed a move, totalling 544 Group-wide.

3/ Professional training

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

Each of the Group's employees has its own training department (AMPLIFY Business Managers, AMPLIFY Support Functions and AMPLIFY Consultants). Information is consolidated by the Group Training Department, in order to centralise it and harness its value creation potential.

The main projects for 2020:

- support employees who are partially or totally inactive;
- supporting new positions and professional transfers;
- seek external funds to finance training (National Employment Fund, BECOVID);
- building training programmes to run them remotely while maintaining quality.

For Business Managers

ALTEN has an in-house university dedicated to the development of the skills of its Business Managers. Accessible both in France and abroad, AMPLIFY programmes support Business Managers throughout their career in the Group. Led by nearly 140 certified internal trainers, who are themselves operational managers within ALTEN, training courses are provided in English, French and German. They combine group lessons based on practical cases, digital learning, tutoring and internal certifications to validate skills. A total of three programmes are offered, with nearly 17 days of group learning, 10 days of individual learning and two digital courses which enable all Business Managers to acquire the skills and know-how that are essential to the operational performance of their job. All AMPLIFY courses are also delivered in a synchronous digital format, which ensures the maintenance of remote training and the deployment of new specific programmes.

For Engineers

In 2020, ALTEN prepared to roll out its internal training offer for Consultants.

In line with their career development, the training offered will improve the skills of talented employees, while meeting clients' expectations. The first programmes rolled out will concern the testing and agility professions and will enable participants to obtain recognised certification. The training offer will be supplemented by business and technical topics.

For the Technical Department

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

These training courses address two main areas considered essential for the success of the projects conducted by ALTEN:

- a technical focus (Work Package Management - ALTEN methodology, financial management of a project, etc.);
- a managerial focus (customer relations, communication, etc.).

Organised around four courses (to address the specific needs of Project Managers/Level 1 Project Managers/Level 2 Project Managers/Technical Directors), this support totals 19 days of training to date. These courses are composed of group or individual sessions (in the form of coaching), conducted in person or remotely.

In addition, in order to adapt this training support to the changing context of customer environments and to harmonise the Group's practices on an international scale, an analysis was carried out during 2020 to update the list of skills to be acquired (or consolidated) and adjust, accordingly, the routes proposed for 2021.

For Support Functions

In 2020, the Support Functions Training Department rolled out several training courses:

- new training pathways for Support Function managers – March 2020:
two training pathways totalling more than 30 days training are offered to managers according to their level of experience,
Important innovations, beyond the desire for certification, are tailor-made training courses, 100% blended learning (classroom-based and distance learning), 20% of which are delivered in-house;

Change in the number of people trained in France:

● 2017	4,408
● 2018	5,431
● 2019	5,685
● 2020	4,571

The decrease in the number of employees trained in 2020 is due to the disposal of certain entities in France and the delay in adapting face-to-face training sessions to digital formats in the context of the health crisis.

International initiatives and specialist subsidiaries

- **MI-GSO** makes a subscription to the LinkedIn learning platform available to all its employees, in addition to internal e-learning programmes;
- **LINCOLN** increases employee training capabilities to meet customer expectations. Training courses are subject to internal surveys in order to control the quality of the training organisations. At the same time, LINCOLN also offers its Consultants training for trainers as well as technical certification training (SAS, Dataiku, etc.) and project management methodologies (PSPO, Scrum Master, etc.);
- **ALTEN Italia** and **ALTEN Portugal** provide technical and language training online, live and recorded, via the AulaStreaming platform and GoFluent;
- **CADUCEUM** and **ALTEN Netherlands** offer professional training plans created for ALTEN employees as well as for customers via their own training institute;
- **ALTEN Belgium** and **ALTEN Spain** continue the training provided by their internal Academy. It aims to boost Engineers' careers through the acquisition of new skills. The training portfolio comprises training in project management and management, as well as technical training courses (Devops, risk management, Life Sciences Skills Masterclass, etc.). ALTEN Belgium and ALTEN Spain are Platinum certified Partners for ISTQB internal training courses;

- new induction pathways:
 - for newcomers:
this pathway aims to raise employees' awareness of their environment and the Company's safety regulations. It has been modernised to offer students a better experience,
 - for Sales Administrator teams:
this pathway aims to facilitate and optimise the process of taking up a new role by standardising job practices.
- **ALTEN Maroc** continues to roll out its skills development policy via the training and career management unit, focusing on the diversification of the training courses on offer and on current and future development pathways. In 2020, the Academy gave more than 10 technical conferences in various fields (VBA, ISO 27001, Scrum Master, etc.);
- **ALTEN GmbH** and **ALTEN SW GmbH** have the same training programme as in France. The introduction of the new ALTEN Training Center (ATC) apprenticeships management system, set up for all employees, was a success. ALTEN TECHNOLOGY GmbH is also offering language and management courses, in addition to the technical and mandatory modules required by customers.

4.2.6 PROMOTING DIVERSITY

The Group makes the promotion of diversity a central point of its Human Resources policy in order to break down preconceived ideas about the engineering professions and promote integration and inclusion.

1/ Engineering is multicultural

Cultural diversity is a reality for the ALTEN Group, fostered by the Group's international growth and mobility opportunities. In France, the workforce is comprised of 86 nationalities, and more than 100 nationalities are represented in the Group's overall headcount.

International initiatives and specialist subsidiaries

- **CPRIME Inc.** establishes an internal resource group, The Root Cause, to promote inclusion and social justice;
- **ATEXIS** offers external cultural training to understand the different cultures around the world.

2/ Employment and integration of employees with disabilities

Each year, the ALTEN Group develops a disability policy committed to job retention and raising employee awareness.

In addition to providing support for administrative initiatives, ergonomic adaptation of workstations and the provision of Ongoing Advice and Support *via* the disability unit, ALTEN strengthened its support for disabled employees through the following measures:

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

Raising awareness and communications with employees

On the occasion of the European Week for the Employment of People with Disabilities (November 2020), ALTEN has adapted to the health context by offering digital national awareness-raising sessions. Employees were able to participate in a digital Escape Game, a quiz, a conference hosted by Frédéric ZEITOUN, a musician, lyricist and columnist with disabilities and watch the testimony of an expert to change the perception of disability at work. In total, ALTEN recorded more than 500 participants in these awareness-raising events.

ALTEN reports on its disability initiatives on a regular basis through a number of channels: newsletters, brochures, comics, interactive content (e-learning, serious games, eBooks). An "ALTEN & Disability" community is also available on the Company social network Yammer.

Sponsorship, patronage and partnership

ALTEN sponsors Gaëtan CHARLOT, the disabled fencing champion in France, when he takes part in a number of international competitions. ALTEN communicates on his sporting achievements *via* its websites and social media.

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

Digital accessibility

In 2020, ALTEN continued to study the compliance of its digital media with RGAA standards. An internal team was trained on the technical and methodological skills of the subject. Initially, in 2021, ALTEN targets the accessibility of its Universal registration document and a sample of the ALTEN.com website.

Training

Interactive training content is accessible to all employees on the intranet. They include several elements: e-book "Living with disability in the workplace", e-learning, AGEFIPH video, Draw My Life, FAQ.

Sheltered sector procurement

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

International initiatives and specialist subsidiaries

- **MI-GSO** is a partner of an ESAT and now supplies itself with coffee and small everyday supplies (paper, soap, sponges, etc.);
- **ALTEN Italia** initiated a collaboration with the Adecco Foundation. In 2020, this partnership organised two webinars on the working environment and life of people with disabilities. Each year, agreements with associations, local authorities and employment centres are defined to promote the employment of disabled employees;
- **ALTEN Netherlands** has all of its buildings accessible to people with disabilities.

Focus ALTEN Spain in partnership with the Adecco Foundation

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

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

Disability-friendly sports clubs

Since 2010, ALTEN Spain has continued to support disabled children through the assistance programme for disability-friendly sports clubs. The project is aimed at social inclusion and an improved quality of life for children.

"Proyecto Unidos"

In partnership with 15 or so Spanish universities and 40 or so businesses, ALTEN Spain and the Adecco Foundation have been part of the "Proyecto Unidos" project since 2013. With this programme, firms support and guide disabled students throughout their schooling so that they may acquire the skills and aptitudes they need to further their careers and their advancement in the business world.

Ability Week 2020

Various training, awareness-raising and empowerment activities have been prepared in order to facilitate the integration of people with disabilities in any environment but especially in their workplace.

Interview with Désirée VILA - "The only incurable thing is the will to live".

After suffering an accident that caused a broken tibia and fibula, Désirée VILA, Paralympic athlete and acrobatic gymnast, spoke about her sporting career.

Speed Job Dating

As part of the Opening doors project, with which the Randstad Foundation aims to promote the integration of people with intellectual disabilities into the labour market, an ALTEN Spain recruitment team helped participants prepare for job interviews.

3/ Integration of people seeking employment or retraining

ALTEN is also committed to the integration of people seeking employment or retraining who are registered with the employment centre. Even after a long period of inactivity, the Operational Preparation for Employment (POE) programme supports, prepares and trains candidates registered with the employment centre in order to integrate them into specific and promising professions such as cybersecurity, nuclear or the naval sector. Candidates can benefit from a maximum of 399 hours of training in order to acquire the skills necessary for their integration.

At the same time, ALTEN supports the *Solidarité Nouvelles face au Chômage* association via its skills sponsorship program.

4/ Engineering has no age limits

While the average age of ALTEN employees is relatively low (age 32 in France for those on permanent contracts), the expertise of more experienced employees has helped to capitalise on key knowledge and skills for the Group. The Group has a dedicated process for managing their career paths, comprising a "second half of career" interview and special access to training. As part of its skills-based sponsorship program, ALTEN also offers assignments to senior consultants wishing to diversify their projects and apply their expertise to an associative cause.

At the same time, ALTEN ensures that their expertise is passed on to the young people joining the teams. The Group encourages the integration of many students into internships, apprenticeships or work-study programmes, mostly in the Support Functions, which are more suited to the terms of this type of contract. Each young person is supervised by an ALTEN tutor, responsible for helping the new employee settle in and his or her satisfactory performance. The tutor passes on his or her knowledge to the student, ensuring that they gradually acquire new skills in accordance with the training programme and their future profession. The integration of work-study students gives ALTEN an opportunity to train employees in its business lines and to identify those with the greatest potential for future recruitment.

5/ Promoting engineering to women

High school students, interns, apprentices, employees, etc. Throughout their careers, ALTEN strives to show women that engineering is not just for men and that recognising women's place in the industry is a real challenge for society.

As a major player in the professional integration of young people, ALTEN strives to raise awareness and convince women to join the technical and scientific sectors. The partnerships the Group has forged with associations such as "*Elles Bougent*" represent an opportunity to be able to guide female students in their career choices, to be present as far upstream as possible, in secondary schools and sixth-form colleges.

Situation within the Group

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

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

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

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

Change in the number of women in the French headcount

• 2014	24%
• 2015	24.1%
• 2016	25.9%
• 2017	27%
• 2018	28.5%
• 2019	29%
• 2020	30%

2020 gender equality index

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

ALTEN SA obtained a rating of 94/100.

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

ALTEN SUD-OUEST obtained a rating of 89/100.

ALTEN TECHNOLOGIES obtained a rating of 89/100.

(1) Not counting the Director representing employees.

Women Pitch

With the aim of continuing its actions to promote the feminisation of the professions while adapting to the health context, in 2020 ALTEN created the Women Pitch programme by focusing on the digitisation of testimonials. The diversity of careers and professions in the technical and scientific sectors is presented through video pitches on the Group's websites and social media.

Tales of Women Engineers Portfolio

ALTEN wants to raise awareness of the technical and scientific professions and convince women to join these professions. Strong role models help to de-construct stereotypes and received ideas about these jobs, formed from a very young age. Every year since 2017, ALTEN has interviewed its Consulting Engineers, in France and abroad, to highlight their career paths and their business expertise.

Elles Bougent

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

Through the presentations made by female sponsors who are passionate about their professions, the *Elles Bougent* association informs secondary school pupils and university students about the very large number of career opportunities open to engineering graduates. The network of ALTEN sponsors includes more than 100 women (Business Managers and Consulting Engineers), who this year continued to work with young women *via* remote awareness-raising actions.

Women in Industry Awards

Partner of the Women in Industry Awards for the 9th consecutive year, since the creation of this competition, ALTEN has presented the "Women in projects" trophy, which rewards both an exemplary project and a woman with a remarkable career. This was a great opportunity for the Group to remind attendees of its historic commitment to the engineering professions, and its commitment to promoting the place of women in engineering.

Syntec-Ingénierie

Every year, on the occasion of International Women's Rights Day, ALTEN takes part in Syntec-Ingénierie's awareness-raising initiatives. In 2020, ALTEN Group employees, women and men, were invited to take their picture with a sign bearing a unifying message mentioning #IngeEgalité. All the photos were shared on the ALTEN Group's social media as part of a dedicated communication campaign.

International initiatives and specialist subsidiaries

- **LINCOLN** obtained a score of 93/100 on the gender equality index;
- **ALTEN Switzerland** and **ALTEN Spain** honoured International Women's Day *via* a series of videos showcasing the work of women engineers;

- **ALTEN China** offers training and communication programmes to help women engineers broaden their skills to meet career challenges and foster responsibility in management and leadership;
- **ALTEN Sverige**, **ALTEN Portugal** and **ALTEN Italia** use the internal network Women@ALTEN in order to build a community of women and strengthen their place in the industrial and technological world. Communities Women@ALTEN organise various events throughout the year, such as meet-ups conferences, etc.

4.2.7 HEALTH AND SAFETY IN THE WORKPLACE **GRI 403 -1** **GRI 403-5**

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

1/ FORCES policy

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

This approach is based on:

- risk prevention, by identifying all risks to which employees may be exposed, raising employee awareness of those risks and measures to be taken for prevention and protection, including dialogue and communication with the Health and Safety Committee. All the Group's subsidiaries reaching the relevant regulatory thresholds organise a Health and Safety Committee, convened as often as the law requires;
- mobilising the CSE in all actions related to COVID-19;
- training, with a proactive approach to both regulatory and voluntary schemes. Upon joining the Company, each new hire must follow an e-learning module about professional risks;
- raising awareness of employees regarding specific risks is regularly organised. The "Health, Safety & Environment" booklet is circulated to all employees, being the reference document for awareness-raising. With regard to road safety, ALTEN is a signatory of the "National campaign for road safety in a business context" championed by the Ministry of the Interior. Events and national awareness-raising actions took place during National Road Safety Day in 2020;
- in parallel, discussions about safety are led by Safety Engineers or Lead Engineers, in order to discuss health and safety issues with Consultant-Engineers. In 2020, 1,418 employees attended talks in France;

- the introduction of dedicated equipment, particularly in terms of personal protection: for example, 100% of ALTEN sites are equipped with defibrillators in France; COVID-19 kit equipment (hydro-alcoholic gel, masks, disinfectant wipes, etc.) were given to all employees;
- monitoring regulations and standards enabling ALTEN to respond to and anticipate safety regulations as early as possible. ALTEN implements legal and regulatory monitoring in order to be permanently informed of changes to regulations.

2/ Management of the health crisis linked to the spread of SARS-CoV-2 (COVID-19)

The current health context, linked to the spread of the Coronavirus, has required the adaptation of a risk management protocol based on the general principles of prevention set out by the government. ALTEN has placed a Business Continuity Plan (BCP) at the heart of its health and safety prevention approach to deal with the health situation. The measures put in place focused on risk assessment, mapping of activities and adaptation of these activities to workstations as well as the implementation of collective and individual prevention and protection measures.

The prevention approach, formalised by the update of the DUERP, L. 4121-2 of the French Labour Code, will have enabled the implementation of the Business Continuity Plan comprising the following areas and working conditions:

- **focus area 1:** ensure the smooth running of operations according to the development of the pandemic *via*:
 - an operational unit dedicated to the context of a health crisis, which coordinates the processing of all requests relating to the virus and ensures that customer requirements are taken into account. The crisis unit is also responsible for the provision of personal protective equipment (masks, hydroalcoholic gel, etc.), the implementation of the strict health protocol imposed on employees, and the management of ALTEN premises (wearing masks, fittings, continuous cleaning, etc.). This same unit ensures dialogue with employees *via* an email address specifically dedicated to requests and incidents;
- **focus area 2:** organise work with:
 - the introduction of teleworking when the activity allows it;
- **focus area 3:** secure buildings and their occupants thanks to:
 - the provision of collective and individual protective equipment,
 - the layout of the premises ensuring the necessary social distancing measures (closing of meeting rooms and lunch break areas, separation of offices, etc.),
 - devices to regulate the flow of people in narrow spaces such as staircases, elevators, corridors, entrance halls,
 - permanent decontamination of premises by hydrogen peroxide diffused by the ventilation and air conditioning system,
 - continuous disinfection of workspaces,
 - the organisation of preventive PCR testing campaigns at the main sites in Toulouse and Boulogne;
- **focus area 4:** make changes to business travel by:
 - the ban on international travel,
 - the validation of Directors required for travel to France;
- **focus area 5:** centralise the reporting of information and control the processing of requests and/or incidents *via*:
 - tools for monitoring requests and incidents (inventory of COVID-19 cases, distribution of COVID kits, etc.);
- **focus area 6:** informing internally and externally through:
 - employee communication systems (posters, mailings, intranet, dedicated email address, digital safe, etc.),
 - communication *mechanisms* with external stakeholders (COVID-19 appendix to prevention plans, etc.).

The health measures put in place since April 2020 have proven to be very effective and have enabled the ALTEN Group to continue to carry out its activity thanks to permanent monitoring of the incidence rate.

3/ Assessments and certifications

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

In order to measure its performances with regard to health and safety, ALTEN uses the following:

- a risk management assessment questionnaire, designed by drawing on the ALTEN internal safety reference document, which was sent within the MASE scope. The assessment proved to be positive as the employees showed that they had good knowledge of the ALTEN safety culture;
- risk mapping: 100% of "at risk" sites were visited during 2020.

4/ Absenteeism

The absenteeism rate is an aggregate of days of absence through sick leave and work or commuting accidents. In 2020 in France, it stood at 2%.

4.2.8 WORK-LIFE BALANCE

1/ Well-being

A cross-functional Quality of Life at Work Committee has been created and brings together the Communication Department, the Operational Human Resources Department, the Engineering Careers Department and the Support Function Development Department on a monthly basis. Its aim is to implement practical measures, positively impacting the well-being of ALTEN employees in the workplace.

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

- in France and Spain, a new employee handbook is available: it contains useful information about the Group's organisation, its values and commitments as well as

opportunities for career progression. This handbook facilitates the integration of each employee into the Company by making a wide range of key information available which is crucial for successful orientation and faster on-Boarding;

- an e-learning module is available to employees to understand the psycho-social risks of stress and moral harassment;
- in France, for example, employees are offered monthly remote yoga and fitness classes, fun and technical conferences and sporting and culinary challenges, etc.;
- a counselling and psychological support unit is available seven days a week for employees to prevent psychosocial risks.

2/ Work/life balance

In order to preserve the work-life balance of its employees, ALTEN supports personal sports, humanitarian, cultural or artistic passions and initiatives via the internal sponsorship program "Our people have talent", which will resume in 2021.

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

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

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

In 2020, 9 ideas were submitted, focusing in particular on environmental protection and on improving quality of life in the workplace.

International initiatives and specialist subsidiaries

- **ALTEN Italia** obtained the title Workplace Condition Assessment (WCA): Achievement Award for having met the following evaluation criteria: quality of life at work, hours and wages, health and safety, management system and environmental impact;
- **ALTEN Switzerland** organised online sports classes (yoga, training, etc.), cooking classes and sent each employee a home office guide;
- **ALTEN Spain** and **ALTEN Italia** encouraged their employees to participate in the Virtual Run from home and report the number of kilometres travelled by employees via a dedicated application. ALTEN Spain employees travelled more than 690 km during this event;
- **ALTEN Finland** regularly conducts well-being surveys among its employees in order to offer them services that improve their quality of life;
- **ALTEN China** organises Team building events throughout the year to promote team cohesion;
- **LINCOLN** strengthens the proximity with the consultants thanks to the implementation of satisfaction questionnaires on the missions carried out, the working environment and the relationship with the Company. On average, the results are 4.1 out of 5 out of an average of 70 responses per month, showing the satisfaction of the Consultants.

4.3 ETHICS AND HUMAN RIGHTS **GRI 102-16**

4.3.1 CHALLENGES AND PRIORITIES

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

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

4.3.2 ETHICS AND COMPLIANCE

GRI 102-17

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

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

The Group's commitment to conducting and developing its activities in strict compliance with national and international laws and regulations is set forth in three founding documents, distributed both internally and externally: the Ethics & Compliance Charter, the Sustainable Development Charter and the Responsible Purchasing Charter. These documents are presented in the Duty of care plan described in Section 4.3.5.2 – "Tools to prevent serious harm".

The Compliance Department coordinates the Group's compliance approach by relying on an internal network of ambassadors, acting as links between the Compliance Department and the various Group entities. Reporting to the Legal Department, the role of the Compliance Department is as follows:

- it ensures compliance with standards wherever the Group operates;
- it anchors compliance in a responsible and continuous approach;
- it coordinates and standardises the actions carried out within the ALTEN Group;
- it prepares Group policies and distributes them to all employees;

- it also puts in place all the pedagogical tools intended to disseminate a culture of compliance.

The Group's Compliance Manager reports regularly to General Management on these subjects.

1/ Preventing corruption risks

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

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

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

Code of Conduct

The Group's Ethics & Compliance Charter has for many years formalised the commitment of the ALTEN Group with respect to zero tolerance on corruption and conflicts of interest. This Charter is available on the Group's website and retrievable by all stakeholders at the following address: <https://www.ALTEN.com/ALTEN-group/responsibility-and-sustainability/>

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

The roll-out of the anti-corruption Code of Conduct in subsidiaries is accompanied by a communication and awareness program. In addition, the Code of Conduct is available to all ALTEN stakeholders on the Group's website (<https://www.alten.com/alten-group/responsibility-and-sustainability/>).

In addition to this Code, the Group has a practical guide on conflicts of interest. It reminds employees of the Group's policy and of the behaviour to adopt when faced with this risk.

The update of the "Ethics & Compliance in a nutshell" guide in 2020 was an opportunity to conduct a new campaign to raise awareness among Directors and Ethics & Compliance Ambassadors of the ALTEN Group's compliance programme, of which the fight against corruption is one of the key issues.

The documents are available in several languages.

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

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

A whistleblowing system

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

In a process of continuous improvement, the ALTEN Group has strengthened its system. This whistleblowing system meets the requirements of the Sapin II law, the law on the duty of care of parent companies and ordering companies and the General Data Protection Regulation (GDPR).

It enables all of the Group’s internal and external stakeholders to submit an ethics alert confidentially (and, where appropriate, anonymously) on a secure platform available 24/7 in all countries where the ALTEN Group operates. It can be accessed at <https://ALTEN.integrityline.com/>

In 2020, this whistleblowing system was the subject of an internal communication campaign with employees, and externally on the Group’s institutional website.

Risk mapping

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

Since 2020, ALTEN has strengthened its approach by making available a catalogue of corruption risks that must be systematically assessed by the various corporate departments and subsidiaries.

The Group’s entities also continued, with the support of management at local level, to roll out the actions relating to the action plan defined in 2019.

Procedures for evaluating third parties

The Group has implemented procedures for evaluating third parties. It has also equipped itself with the tools (databases, etc.) required to carry out these evaluations. There are two steps to establishing a business relationship:

- an internal questionnaire and the consultation of the databases to categorise the third party according to three levels of risk (low/medium/high);
- the third party’s file is approved locally or at Group level depending on its risk category.

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

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

Accounting control procedures

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

Training

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

When new employees are hired, they are made aware of the Group’s culture in terms of “zero tolerance” for corruption, in

particular, through a welcome handbook that references the Group’s Ethics and Compliance Charter. The Group’s Anti-corruption Code of Conduct and its gifts and hospitality policy have also been incorporated into a welcome kit given to new arrivals.

Since 2019, a “Preventing corruption” e-learning module, available in several languages, has been rolled out and incorporated into mandatory training pathways for all employees, including new arrivals. This e-learning module reminds employees of the Group’s anti-corruption guidelines and is accompanied by a quiz which tests their knowledge.

In addition to raising awareness generally among employees, ambassadors continued to be trained in ethics and compliance in 2020 in order to disseminate a business culture of compliance and thus prevent corruption.

A disciplinary system

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

An internal control and assessment mechanism

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

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

2/ Protection of personal data

ALTEN ensures compliance with regulations relating to the protection of personal data. The Group Data Protection Officer (DPO), appointed by General Management coordinates and rolls out initiatives to ensure compliance with the personal data protection policy, via a network of data protection managers.

The Group policy ensures uniformity of procedures and processes regarding protection of personal data within the Group. It comprises the following procedures in particular: procedure for managing new processing of personal data, procedure for managing complaints and exercising the rights of data subjects, procedure for managing personal data breaches.

The Group DPO is involved with all issues relating to personal data processing. He has the resources required to perform his duties. He does not receive any instruction in the performance of his duties from the Company and reports direct to the Company’s highest level of Management.

The ALTEN Group promotes a culture of personal data protection. It provides its employees with awareness-raising e-learning modules. Each e-learning programme is tailored to employees’ activities.

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3/ International sanctions

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

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

4/ Lobbying

The ALTEN Group undertakes to conduct its lobbying activities in accordance with applicable laws, national and international agreements and its compliance policy. The relevant rules are set out in the Group's Anti-Corruption Code of Conduct.

In 2020, the ALTEN Group did not carry out any lobbying activity.

5/ Fiscal transparency

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

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

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

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

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

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

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

4.3.3 INFORMATION SYSTEMS SECURITY

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

Customer satisfaction and risk control are essential for the ALTEN Group. The changing face of consultancy, international business development and growth of information criticality have prompted the Group to undertake an ISO 27001 certification process. The first step was to hire an Information System Security Officer. Led by management, an ISS governance structure was put in place. This committee, made up of the members of the Executive Committee, the Information Systems Department, the Information Systems Security Officer and the Quality and Performance Manager, meets every six months to ensure that objectives are met, to carry out an ISS risk analysis and to develop an action plan.

ALTEN has built the ISO 27001 requirements into its quality, security and Sustainable Development policy. This standard lays down the measures to be implemented to ensure the security of information within an organisation and the functioning of the management system for this information security.

Covering the entire Company, the project aims at:

- ensuring service continuity;
- managing risks;
- guaranteeing control of intellectual capital;
- preserving the trust of stakeholders by defending the confidentiality of information;
- building this approach into the Company's management system, ensuring that the entire headcount assumes ownership of it;
- combating cyberattack threats.

In the context of this dynamic, ALTEN Spain has been certified ISO 27001 since 2013. ALTEN France and ALTEN India followed this approach in 2016, as well as ALTEN GmbH, APTECH, HUBSAN in 2017 and LINCON in 2020. This certification was awarded as a result of a strategy and work started several years ago.

In addition to ensuring compliance with ISO 27001 requirements, the ALTEN Group in France developed an e-learning training course on Information System security, which is accessible and mandatory for all its employees. Comprising role-play and assessments, the course aims to raise awareness of all the situations employees are liable to face. It also informs them about their rights and obligations. Since 2020, these e-learning programmes have been supplemented by new materials in the form of cartoons that provide a fun understanding of ISS best practices.

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

As part of the health context, 2020 was focused on information security with projects aimed at ensuring compliance with requirements, extending the scope of ISO 27001 certification, combating cyberattacks and securing remote working.

International initiatives and specialist subsidiaries

- **ALTEN GmbH and ALTEN Technology GmbH** are TISAX certified (Trusted Information Security Assessment eXchange) which is a maturity-based information security assessment tool designed to meet the needs of the automotive industry.

4.3.4 MAINTAIN LONG-TERM RELATIONSHIPS WITH SUPPLIERS AND SUBCONTRACTORS

GRI 102-9 GRI 308-1 GRI 414-1

1/ Strengthening and standardising purchasing practices across the Group

2019-2022 purchasing policy and programme

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

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

The Purchasing Department oversees deployment of the 2020-2023 purchasing programme in synergy with other company departments. This programme is aimed at continuing to ensure:

- the definition of a specific oversight strategy for priority issues;
- continuous improvement of the purchasing function at the Group level.

Support for international subsidiaries

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

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

2/ Responsible purchasing

ALTEN's responsible purchasing scheme is deployed throughout France.

Founding principles

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

The Purchasing Department systematically incorporates the Responsible Purchasing Charter into its consultation documents during calls for tenders and into contracts. It thus ensures the commitment of its suppliers to respect the principles and convey them to their own suppliers. To date, all suppliers and subcontractors, in the context of calls for tenders, validate the criteria contained in the Responsible Purchasing Charter (see Chapter 4.3.5.2 "Tools for the prevention of serious harm - The Responsible Purchasing Charter").

Mapping of supplier CSR risks

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

CSR assessment of suppliers and the duty of care

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

Suppliers with a high level of CSR risk, in accordance with the ALTEN Group risk analysis, must demonstrate their level of control over the challenges of their activity and their value chain by completing a CSR questionnaire. Since 2018, nearly 105 suppliers have been assessed in France.

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ALTEN works with suppliers whose performance is rated as weak or average. Responses to this questionnaire will result in formal, and subsequently monitored, action plans, or in physical audits in the event that the documentation presented by the supplier is unsatisfactory. Collaboration with suppliers may be called into question if the action plan is not implemented. In 2020, nine suppliers were identified with average or poor performance. However, the latter were essentially very small companies. ALTEN takes into account and adapts its assessment according to the structure and size of the partner companies, suppliers and subcontractors in its supply chain.

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

In 2020, the CSR questionnaire now includes more stringent requirements in terms of proof relating to environmental, ethical and social criteria. A specific Section on climate performance measurement was also added to the CSR assessment questionnaire this year.

4.3.5 DUTY OF CARE PLAN

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

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

1/ Risk mapping

The various risk maps are drawn up by the Quality and Performance Department, the Legal Department and the Purchasing Department. Initially, ALTEN carried out work on risk identification, followed by a risk assessment undertaking for the three types of risks:

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

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

For its own business activity, ALTEN carries out regular environmental impact assessments. Each environmental risk related to ALTEN's activity is assessed by means of a rating method that takes into account the frequency, the severity of the impact, the demands of stakeholders and control:

- the frequency is determined as a function of the occurrence of signs of the impact;
- the severity indicates the level of impact on the host environment;

- the demands of stakeholders are determined based on requests received from interested stakeholders on the site (communities, media, associations, residents, government bodies, etc.) concerning an environmental aspect or impact;
- control of the risk is determined based on actions implemented to reduce impact and their effectiveness. This criterion also takes into account the level of ALTEN's regulatory compliance.

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

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

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

ALTEN has also set up a risk management system based on an overall risk mapping (see Chapter 2 RISK FACTORS AND INTERNAL CONTROL). This is based on the identification of the risks of all the Group's subsidiaries and corporate departments. These risks are grouped together in a catalogue of risks that must be systematically assessed by the various corporate departments and subsidiaries.

2/ Tools to prevent serious harm

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

The Ethics and Compliance Charter

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

This Charter is intended for all employees in all countries where the Group operates and is available in several languages.

It reiterates the commitments backed by:

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

In 2020, ALTEN launched a project to update its Ethics and Compliance Charter. This will include new topics related to CSR, ethics and compliance.

The Sustainable Development Charter

Through this charter, the ALTEN Group is committed to promoting a Corporate Social Responsibility approach within all its companies.

The requirements of the charter are as follows:

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

The Responsible Purchasing Charter

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

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

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

The Charter requires, by cascade effect, that ALTEN Group suppliers convey these provisions to their own suppliers,

including in countries that are not signatories to the conventions of the ILO and in which they may be required to work.

The Anti-Corruption Code of Conduct

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

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

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

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

Social dialogue

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

Promoting diversity

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

- gender equality in the Company by promoting loyalty in and valuing the ALTEN Group's female engineers;
- the fight against all forms of discrimination, and in particular the subject of disabilities, with the goal of providing pragmatic answers to the problems of hiring, retaining and raising employee awareness;
- supporting younger and older employees;
- the integration of people seeking employment or retraining who are registered with the employment centre as part of the Operational Preparation for Employment (POE) programme.

QHSE policy: FORCES **GRI 103-3**

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

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

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

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ETHICS AND HUMAN RIGHTS

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

- ISO 9001;
- ISO 14001;
- EN 9100;
- CMMI;
- MASE;
- CEFRI;
- ISO 27001.

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

Measures to fight corruption

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

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

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

ALTEN sends a CSR performance questionnaire to suppliers deemed priority following a CSR risk analysis of the sector.

Suppliers' CSR performance is assessed by means of this questionnaire. The Purchasing Department may launch a physical audit in the event that the documentation presented by the supplier is unsatisfactory. The initiative is described in Section 4.3.4.2 – "Responsible purchasing".

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

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

In 2020, the CPRIME INC entity was integrated into the Group's CSR scope in order to have better visibility on the CSR results of the various subsidiaries and to monitor CSR progress.

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

6/ Alert procedure

All of the Group's internal and external stakeholders can submit an ethics alert (environmental damage, human rights violations, etc.) confidentially (and if necessary, anonymously) on a secure platform which is available 24/7 in all countries where the ALTEN Group operates. This system meets the obligations imposed by the law on the duty of care of parent companies and ordering companies. It can be accessed at <https://ALTEN.integrityline.com/>

In 2020, no alert raised via the existing system was considered relevant in the context of the Duty of Care Plan.

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

4.3.6 REGIONAL SOLIDARITY GRI 103-1 GRI 103-2 GRI 103-3 GRI 203-1 GRI 203-2

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

ALTEN Solidaire supports foundations and associations recognised in general interest which have a social, medical or environmental impact. Since 2017, 245 donations have been made in the form of services, amounting to 11,500 days worked over three years, in one of 30 partner structures. Missions essentially address IT, operational and functional topics. All skills are, however, welcome for any future projects that partners may wish to entrust to ALTEN. For engineers who are ready and willing to get involved, ALTEN offers, on an *ad hoc* basis, to support and coach young people who are being sponsored by partner non-profit associations' programmes. Engineers wishing to get involved on a personal level in grass-roots actions can also contact ALTEN Solidaire.

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

- in 2020, the national fundraising for the food bank open to all employees in France raised enough funds to offer 308 meals to students;

- the Pink October Challenge: ALTEN France employees were challenged to make pink ribbons and had to send a photo of their creations along with the tag #OctoberRoseByALTEN on social media. They were made available to all reception centres in France. Each photo received generated a donation of €1 for the fight against breast cancer. In 2020, 150 photos were sent and ALTEN increased the final sum tenfold by donating €1,500 to a breast cancer association;
- each year, the collection of toys for the Red Cross at the Boulogne sites makes it possible to take charge of Christmas gifts intended for a local unit which takes care of around 20 families. In 2020, 30 gifts for children aged 0 to 16 were collected and distributed in 2020;
- in parallel, 204 Christmas gifts were financed through a collection open to ALTEN France employees, bought and given to the *CEKEDUBONHEUR* event association for hospitalised children aged 0 to 12 months;
- this year was conducive to the development of websites with new partners, small, medium and large associations. As such, *Cilaf* (Women of Tomorrow), *L'oiseau Lyre*, *AFI*, the Salvation Army and *Phytovictime* were able to benefit from it.

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

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

Since 2013, more than 6,100 computers have been donated to some 40 organisations.

International initiatives and specialist subsidiaries

- **LINCOLN** donated more than €2,500 to the association Zero Waste France as part of a collaborative challenge encouraging employees to ask questions about the life of the Company via an internal Chatbot;
- **MI-GSO** contributed to donations to the French Hospitals Foundation and carried out skills-based sponsorship missions for the Mulhouse Hospital;
- **ALTEN Sverige** organised, in February 2020, a historic workshop entitled Ideation for Humanity, bringing together more than 900 ALTEN employees invited to take part in inspiring conferences, knowledge and skills exchange, networking, community events and festivities around a variety of themes. This year, employees were asked to think about solutions for four real cases from ongoing projects led by the Engineers Without Borders association in Tanzania and Nepal. Since 2018, the collaboration between ALTEN and Engineers Without Borders has taken the form of donations but also skills-based sponsorship. For example, ALTEN employees gave advice and supported the orphanage electrification project in Tanzania;
- **ALTEN Belgium** sponsored Operation Thermos, an organisation for the homeless, distributing hot meals, especially during the winter months.

4.4 REDUCING THE GROUP'S ENVIRONMENTAL FOOTPRINT

GRI 103-3

4.4.1 ENVIRONMENTAL CHALLENGES GRI 103-1

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

Day-to-day, the Quality and Performance Department defines the Group's environmental policy and supports subsidiaries in the identification and implementation of concrete actions in the management of buildings, control of the carbon footprint and the sustainable utilisation of natural resources. The General Resources Department is committed to implementing these policies in operational terms on all sites.

Its environmental approach is built around the following priorities:

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

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

4.4.2 THE GROUP'S ORGANISATION FOR ENVIRONMENTAL MANAGEMENT GRI 103-2

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

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

system (EMS). In 2020, 63% of the Group's workforce was covered by an EMS, some of which were entities that have become ISO 14001-certified over the last few years, such as **ALTEN Spain**, **ALTEN GmbH** in Germany, **ALTEN Sverige** and **ALTEN SA**, **ALTEN SO** and **ALTEN SIR** in France.

4.4.3 EMPLOYEE AWARENESS

To involve all employees, ALTEN shares sustainable development highlights through communication campaigns. In France, awareness campaigns, activities and trainings, in particular those developed as part of the ISO 14001 certification process, are organised regularly to promote eco-friendly gestures and facilitate their adoption. A "Life

Charter" posted in all common areas and meeting rooms, along with a dedicated e-learning module, reminds people of best daily practices when it comes to respecting others and the environment. In 2020, 52.4% of employees received training on eco-friendly actions via e-learning sessions.

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REDUCING THE GROUP'S ENVIRONMENTAL FOOTPRINT

International initiatives and specialist subsidiaries

- **MI-GSO** organised waste collection on Mediterranean and Atlantic beaches as part of the European Sustainable Development Week;
- **LINCOLN** organised an awareness campaign on the Climate Collage, a collaborative and creative game to understand climate change;
- **ALTEN GmbH, ALTEN WS GmbH and ALTEN Technology GmbH** raise their employees' awareness via an e-learning module on the Company's environmental management

system which is mandatory for all employees. They are also reminded about recommendations and eco-friendly behaviour on dedicated postings or the intranet. A suggestion box was set up, allowing employees to participate in improving the environmental management system;

- **ALTEN Maroc** encourages its employees to share information on environmental best practices as part of the "Super CSR" programme. Posters were put up everywhere to raise employees' awareness of best practices with regard to safety, the use of communal areas and energy consumption, etc.

4.4.4 REDUCING THE GROUP'S GREENHOUSE GAS EMISSIONS

1/ Committing to the Climate Charter for Engineers **GRI 305-1** **GRI 305-2** **GRI 305-3**

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

- reducing the emissions of CO₂ produced by commuting and company vehicle-related travel;
- raising employee awareness of climate challenges;
- defining its climate pathway.

The ALTEN Group aims to define its climate pathway with the help of the methodology developed by the Science Based Targets Initiative (SBTI). To this end, ALTEN is currently working on the implementation of CO₂ reduction targets in the short, medium and long term.

A roadmap up to 2025 has already been defined in order to monitor and achieve the objectives set in the short term. Between 2020 and 2025, ALTEN will focus on these areas:

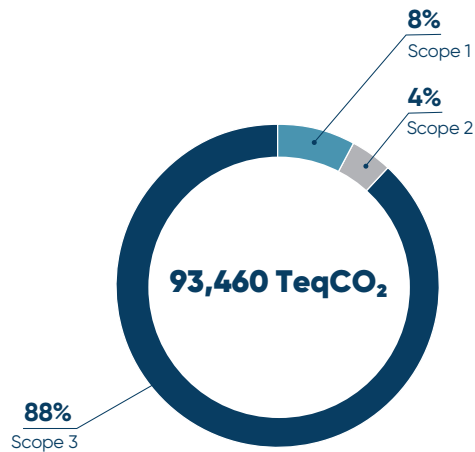
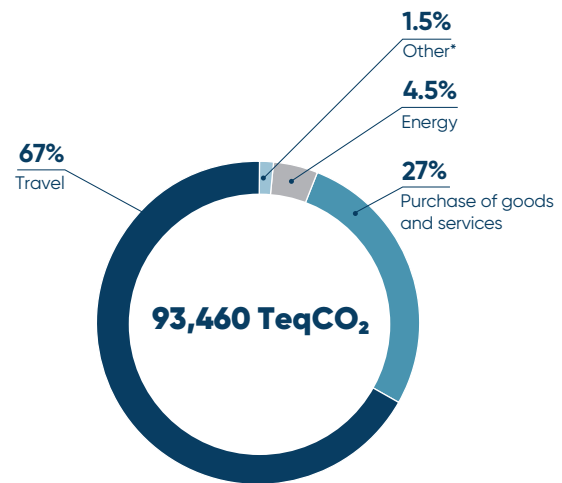
- supporting the transition to softer and more sustainable means of mobility (electric and hybrid vehicles, charging stations, etc.);
- achieving 75% renewable energy in France;
- assessing the carbon emissions of suppliers and service providers;
- offsetting its carbon emissions;
- supporting and raising the awareness of international subsidiaries with regard to their carbon trajectory.

2/ Breakdown of greenhouse gas emissions

In 2020, ALTEN updated the calculation of greenhouse gas emissions from its activities for all its entities in France. The Group's commitment goes beyond the regulatory requirements to which it is bound by including international entities and by measuring emissions related to three greenhouse gas emission scopes defined by the GHG Protocol:

- scope 1: direct emissions caused primarily by the use of combustibles on site, the leakage of refrigerant fluids and fuel combustion by the vehicle fleet;
- scope 2: indirect emissions caused by the purchase or production of electricity and steam;
- scope 3: all other indirect emissions, for example business travel, employee meals, procurement and services, and fixed assets.

The Group's greenhouse gas emissions were reduced by around 50% in 2020 (compared to 2019) on scopes 1, 2 and 3, in the context of the health crisis (less travel, commuting, business travel, less purchases of goods & services, etc.).

Group emissions by scope (TeqCO₂)Group emissions by emission types (TeqCO₂)

*The data in the "Other" category include the share of waste (0.08%) and fixed assets (1.49%).

In 2020, within the Group, the main CO₂ emissions were linked to travel (67%), the purchase of goods and services (27%) and energy consumption (5%).

Electricity (95%) and natural gas (4%) are the two main sources of energy used by ALTEN sites.

In 2020, energy consumption at ALTEN sites within the CSR scope⁽¹⁾ amounted to 13,155 MWh, or an average of 89kWh per m².

	Gross consumption 2020	Consumption per m ² -2020
France	5,827 MWh	76 kWh/m ²
International	7,328 MWh	103 kWh/m ²
TOTAL	13,155 MWh	89kWh/m²

Energy consumption for data centres used by ALTEN SA in France in 2020 amounted to 397 MWh, equal to 6.8% of the consumption of buildings in France, illustrating the need for a Group action plan focused on:

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

In 2020, the CDP assessed ALTEN's approach to the fight against climate change at level A in the category Supplier Engagement Rating and at level B in the category Climate Change.

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

3/ Promoting renewable energy solutions

ALTEN promotes renewable energy solutions. In 2019 in France, the Group renewed its supply of 100% renewable-sourced electricity for the next three years, for all of its sites where the contracted power exceeds 36 kVA. Accordingly, 49% of energy consumed in France comes from renewable sources.

International initiatives and specialist subsidiaries

On an international level, subsidiaries also use renewable energies:

- **ALTEN GmbH** is rolling out the use of electricity from renewable sources at its main sites in Germany;
- **ALTEN Finland:** 59% of its total energy consumption is renewable energy;
- **ALTEN Spain** uses almost a quarter of renewable energy;
- **ALTEN Portugal** gets 60% of its electricity from renewable sources.

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NON-FINANCIAL PERFORMANCE STATEMENT

REDUCING THE GROUP'S ENVIRONMENTAL FOOTPRINT

4/ Encouraging energy efficiency in buildings

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

The decision to use buildings that are energy efficient and environmentally-friendly is made in a large number of countries where the ALTEN Group operates. In 2020, 38% of its buildings were certified to BBC (Low-Consumption Building) and/or HQE (High Environmental Quality) in France, compared to 18% in 2018.

By the end of 2020, most employees in Boulogne-Billancourt had moved to a new site in the same geographical area. The 5,000m² site has been entirely refurbished, with re-designed workspaces and better services. The building is designed according to the HQE Sustainable Building certification.

International initiatives and specialist subsidiaries

- **ALTEN Sverige** is LEED certified (Leadership in Energy and Environmental Design), "Gold" level at the Stockholm site. This rating system for high environmental quality buildings is based on the following assessment criteria: energy efficiency, water consumption efficiency, heating efficiency, utilisation of local building materials and re-use of their surplus;
- **ALTEN GmbH** designed the site in Ulm according to the energy needs of the building, which represent approximately half (around 55%) of that of a similar new structure. The heating system is powered by photovoltaic panels and a heat pump. This new structure also uses a passive heating system, with heat generated by equipment and people on site, in addition to solar energy. On the Nuremberg site, the heat supply for offices comes from a biomass cogeneration plant supplied by wood from a local forest.

5/ Minimising the impact of IT installations

In France, ALTEN secures its infrastructures by implanting two physically separate data centres, making it possible to ensure maximum availability of its services. **For the last 10 years, ALTEN has outsourced its servers to a recognised host provider, being very keen to make energy savings, including on a grand scale.** Consequently:

- ALTEN's total energy consumption fell by 22% in its data centres between 2019 and 2020;
- 92% of the total energy consumption of data centres relies on renewable energies;
- one of the partners is also committed to sustainable development *via* the planting of a forest of 150 hectares.

Based on modern hosting technologies, ALTEN consumes power on demand, adapted to current needs. Resources are pooled, streamlined and optimised to reduce the number of physical servers, thus reducing ALTEN's environmental footprint whilst guaranteeing high-security systems that are available 24/7.

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

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

Lastly, ALTEN is now moving towards energy-saving IT equipment. In France, 100% of computers and monitors are Energy Star certified and the IT equipment is category A3 or A4.

International initiatives and specialist subsidiaries

- **ALTEN Netherlands** hosts its servers in ecological data centres using liquid and natural convection technology for cooling systems. This system allows to reduce the energy footprint by 50%;
- **ALTEN GmbH** is very vigilant about the consumption of its data centres and closely monitors the energy required for data centre cooling. To reduce its energy consumption, ALTEN GmbH has previously selected the storage of its data on some of its sites.

6/ Favouring sustainable mobility

Emissions reported in 2020 show that travel accounts for more than 60% of the Group's greenhouse gas emissions. ALTEN is particularly watchful in this respect and proposes innovative alternatives to Company teams.

Since 2018, ALTEN has been developing mobility plans on sites with more than 100 employees and on sites subject to a local urban plan. To date, ALTEN has analysed commuting as part of the Mobility Plans at more than 10 sites in France. Mobility studies, as well as a survey of over 3,000 employees, made it possible to draw up an action plan to reduce the impact of means of transport on the environment. In 2020, ALTEN focused its actions on:

- raising awareness, *via* challenges and events, in particular, during European Mobility Week;
- communications regarding best practices during pollution peaks;
- the creation with the Syntec-Ingénierie federation of a working group to coordinate and promote soft mobility within the Company.

The implementation of this action plan and its effectiveness will be monitored by a multidisciplinary Steering Committee in 2021.

In 2020, many projects were put on stand-by due to the health context, such as the deployment of carpooling *via* a dedicated platform or awareness-raising measures at sites that have been subject to a mobility plan. The health crisis has also impacted employee travel and has significantly reduced travel-related greenhouse gas emissions (see Section 4.4.4.2 – “Breakdown of greenhouse gas emissions”).

Business travel by Group employees in France is guided by a travel policy, which is also designed to be more responsible. This document reminds employees that preference should be given to alternatives to travel, such as conference calls and video-conferencing. It sets out very precise rules for transport and lays down the conditions under which business travel may be carried out: rail travel is mandatory for any journey of under two and a half hours; domestic and medium-haul flights in economy class; preference is given to “green” taxis, etc. In the very specific context of 2020, the travel validation policy has been tightened up, in order to significantly limit travel, in favour of video-conference meetings.

For the last 9 years, ALTEN has urged employees to use the solution introduced to make audio and web conferences possible from each computer in a secure and interactive fashion.

Since 2014, ALTEN has been working each year to strengthen its Car Plan requirements, governing the characteristics of the Company vehicles comprising the Group's fleet, favouring engines with lower emissions. Since 2019, diesel engines have been completely banned from the fleet. In 2020, 75% of the catalogue consisted of low-emission hybrid or electric vehicles (< 60 g CO₂/km). By 2021, ALTEN aims to increase the proportion of “zero engine emissions” vehicles, to reach 50% of its fleet. In order to support this transition, in 2020, ALTEN launched a major plan to install and supervise charging stations to encourage the migration to “zero engine emissions” vehicles. Thus, 56 terminals had already been installed at the end of 2020. In 2021, ALTEN will have more than 90 supervised charging stations on its sites.

In order to further reduce the impact of commuting, ALTEN will study in 2021 the possibility of deploying other tools favouring soft mobility (fleets of bicycles and company bikes, etc.).

In France, all ALTEN employees have access to an e-learning module on the fundamentals of eco-friendly driving. Under the new Car Plan, members are also required to take part in training for EcoDriving or the Prevention of driving risks within 12 months from joining the scheme.

International initiatives and specialist subsidiaries

- **MI-GSO** pays its employees a mileage allowance for the use of bicycles. The entity also reimburses part of the public transport subscription and is gradually integrating electric or hybrid vehicles and charging stations into its fleet;
- **ALTEN Italia** developed a partnership with transport companies to promote the use of public transit by employees. Certain vehicles in the Company fleet are allocated to groups of employees in order to promote carpooling;
- **ALTEN Netherlands and ALTEN Finland** provide recharging stations for electric cars alongside all ALTEN buildings;
- **ALTEN Belgium** offers electric and hybrid vehicles in the catalogue of company cars. The Mobility package includes the reimbursement of public transport for commuting as well as a mobility bonus paid according to the category of transport used;
- **ALTEN China** promotes the use of shared self-service bicycles;
- **ALTEN GmbH** proposes car sharing, particularly *via* the “Car2Go” app. This platform offers electric vehicles. ALTEN GmbH regularly promotes awareness among employees of healthier lifestyles by encouraging, for example, using a bike instead of a car for daily trips. Since 2016, ALTEN GmbH has been associated with the “With bicycle to work” campaign organised by an insurance company. Prizes are planned to encourage employees who bike to work on at least 20 working days. ALTEN GmbH also reimburses a portion of public transport and uses electric and hybrid vehicles for its company vehicles.

7/ Sustainable innovation

Contributing to sustainable development through the development of more environmentally-friendly technological solutions is an accelerator of research and innovation. Numerous development projects carried out by ALTEN's industrial clients incorporate this vision of long-term sustainability, although the challenge is complex and global. The ALTEN teams are therefore also putting their know-how at the service of ambitious projects, with participation currently focused on the more efficient and less carbon-intensive land and air transport of the future, and on energy efficiency in industry, both with regards to products and processes.

A. Improving energy efficiency in transport

The mobility of tomorrow must be more sustainable, less carbon-intensive and more efficient. The development areas investigated today by all players in the sector are twofold:

1. a significant reduction in CO₂ emissions from thermal transport (aerodynamics, weight reduction, efficiency and hybridisation of engines, etc.):
 - an internal project is carried out using an existing patented solution: the “Liquid Boost”. Initially designed to improve the power of vehicles, this innovation makes it possible to increase the performance of an engine by reducing pollutants (NOx) and engine consumption,
 - an ALTEN team is also involved in studying the interactions between the various existing pollution control systems.

4 [NON-FINANCIAL PERFORMANCE STATEMENT REDUCING THE GROUP'S ENVIRONMENTAL FOOTPRINT

The reduction of greenhouse gases produced by car transport will mainly involve actions on daily use, focusing research on the issue of user behaviour. On these themes, two projects were launched by the Innovation Department in 2020:

- the application project Happy Drive helps to change driving behaviour by providing smart dashboards to reinforce eco-driving behaviours for the use of regions, company vehicle fleets and driver communities,
- efficient management of traffic flows is an essential aspect of urban mobility. In order to propose an approach encompassing an entire city, a team of ALTEN experts is working on a decentralised system, with a multiplexing of intelligence and communication between crossroads extended to the scale of a city. Several large French cities are taking a very close interest in ALTEN's work;

2. a way to eliminate CO₂ emissions through alternative energies such as the complete electrification of transport means or the use of hydrogen as fuel:

- an ALTEN team is involved in the development of a test bench for the characterisation of a new battery technology with high thermal constraints. The studies focus on two aspects:
 - analysing the thermal behaviour of these batteries in non-standard operating conditions,
 - developing an algorithm to manage the charging and discharging of these batteries;
- for cars, an electric propulsion is also a subject studied by ALTEN teams. A 2020 project concerns the development of a fast vehicle charging solution with Powerline Carrier (CPL) technology. It must allow intelligent adaptation to all charging station models.

Thus, despite the health crisis of 2020 impacting R&D investments by major aeronautics and automotive customers, the contributions of the ALTEN teams in these sectors remained important. Moreover, new in-house research has been launched by the business line experts to prepare ALTEN today to meet the needs of tomorrow, fully in line with the transition to more sustainable, efficient and environmentally-friendly mobility.

B. Improved environmental performance of industries

Low-carbon mobility will not be enough to meet the world's environmental challenges. More comprehensive work on the industry at large is also necessary. Today, many manufacturers include a vision of sustainability and decarbonisation as part of the life cycle analysis of their products (design, operation and recyclability). The emergence of new, more robust technologies that are more suited to the complexity of the industrial sector now make it possible to consider these challenges from a new perspective.

Biosourced composite materials make it possible to consider new shapes and better mechanical characteristics with lighter and stronger materials and are the subject of exploratory work, particularly in the design of future aircraft.

The performance of IT technologies enables more sustainable industrial production by reducing the carbon footprint. In this context, the ALTEN teams are working on two main aspects: the integration of additive manufacturing into the digital production chain and the analysis of its impact on the carbon footprint of industrial processes.

C. Improve the ecological performance of the industrial infrastructure

The industrial infrastructures used to produce greener products must also evolve. With this in mind, ALTEN is studying many aspects of the Green Factory or the Green Supply Chain. The idea is to use the new technical capabilities of data processing (Big Data, artificial intelligence) and data collection and measurement resources (Internet of Things) to manage the energy resources used more efficiently. The vision developed allows optimisation in terms of quantity by reducing consumption and quality *via* the study of the "fossil fuel" energy mix vs. "sustainable energies". Many topics are addressed through various projects such as:

- the development of a protocol and a test platform to eco-design an intelligent system to optimise its energy consumption, increase its on-Board intelligence capacity and meet its telecommunications needs;
- the project Green Factory aims to develop a comprehensive tool for managing a plant's energy consumption. This programme aims to monitor energy consumption and optimise more ecological and economic solutions.

International initiatives and specialist subsidiaries

- **ALTEN Belgium** supports a major car manufacturer in meeting the environmental requirements of tomorrow through the development and monitoring of new generation energy solutions. At the same time, ALTEN Belgium supports several of the Group's customers on energy performance optimisation projects;
- **ALTEN Netherlands** is working on ecological projects such as charging stations for electric buses, a self-driving car project, intelligent routing systems for traffic (to reduce congestion and pollution), smart lighting to reduce energy consumption in buildings, a project to boost the use of public transport for Dutch railways, high-efficiency gas boilers for domestic heating systems;
- **ALTEN Maroc** works on both plug-in electric and hybrid vehicle projects, as well as on vehicles combining thermal and electric energy;
- **ALTEN GmbH** ensures the development of an image processing system for smart agriculture by sprinkling. The ALTEN teams in Germany are particularly focused on designing and developing modular platforms (HV⁽¹⁾ in HIL/SIL⁽²⁾ software and calculators for managing battery power);

(1) High Voltage.

(2) Hardware in the Loop/Software in the Loop.

- **ALTEN Technology GmbH** also contributes to the development of new concepts to reduce the total weight of vehicles in order to save fuel or validate new batteries for electric vehicles;
- **ALTEN LTD** is currently working on a vehicle electrification project with one of its customers (development of innovative powertrains throughout the V-cycle, scientific research into the production of prototypes, development of conceptual technologies and their pilot integration).

4.4.5 USING NATURAL RESOURCES WISELY AND REDUCING THE GROUP'S WASTE **GRI 306-2**

1/ Reducing paper consumption

ALTEN uses paper essentially for purposes of office work and communication. In 2020, the Group's internal consumption came to 49 metric tonnes, *i.e.* an average of 5 kg per employee: ALTEN is not only looking to consume less, but also to consume better. With regard to purchasing, the Group prioritises recycled and/or ecolabel paper. Thus, all paper used in France in 2020 was recycled and/or certified.

ALTEN encourages paper-free exchanges:

- in 2020, in France, 96% of employees received their pay slips in a digital safe, compared to 94.73% at the end of 2019;
- the digitisation of invoices project is also continuing its deployment with the aim of increasing the number of customers, suppliers and subcontractors connected to the solution each year. In 2020, nearly 25,000 customer invoices and 6,600 supplier invoices were processed digitally, *i.e.* 62% more digitised than in 2019;
- MyTrip, a new service offered by the Travel & Mobility team since December 2019, made it possible to digitise 14,478 travel requests in 2020 from employees of ANOTECH ENERGY entities (SAS, Global Solutions, Singapore, Doha and Belgium).

ALTEN expects to continue its programme of dematerialisation in 2021 in order to digitalise processes requiring large numbers of copies;

In France, ALTEN continued simplification of its printer inventory, by eliminating individual printers: 19% of printers were eliminated from the inventory in 2019.

Printers are all linked to a system of printing using personal tags, which should eliminate meaningless, mistaken or neglected printing. They are configured by default in black and white/double-sided and also raise employee awareness of the environmental impact of each printout (CO₂ emissions, water and energy use).

International initiatives and specialist subsidiaries

- **MI-GSO** adopted a policy of zero paper, which relies on dematerialised solutions such as digitalisation of documents and electronic signatures. Training employees in good practices and digital tools is also used to make the effort more widespread;
- **ALTEN Netherlands, ALTEN Sverige and ALTEN Finland** use 100% certified and/or recycled paper.

2/ Reducing and sorting waste

As part of the *OBJECTIF ZÉRO GOBELET* project, set up on 1 January 2020, in France ALTEN met its objective of eliminating plastic cups from coffee machines and drinking fountains at national level.

Various powerful initiatives were implemented:

- campaign of 4,000 mugs and Ecocups distributed to employees since January 2020;
- cup detection device in all coffee machines;
- for visitors: introduction of Ecocups made from recycled paper from January 2020;
- updating of contracts with suppliers for the supply of paper cups;
- for new employees, mugs and Ecocups are offered by Human Resources in the Welcome Pack.

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

Waste from electric and electronic equipment (D3E), waste batteries and waste ink cartridges produced by the Group are monitored very closely. In 2020, close to 4 metric tonnes of waste from ALTEN and the Group's specialist subsidiaries in France were collected by a provider specialising in the processing of this type of waste; and 11 metric tonnes in the CSR scope.

ALTEN gives its IT inventory (computers and screens) a second life *via* a reconditioning phase and then *via* donations to charities. This initiative is described in Section 4.3.6 – "Regional solidarity".

In 2020, during the European Week for Waste Reduction, ALTEN raised awareness among its employees about the impact of digital technology and the digital eco-behaviours to adopt through a best practices guide on Green IT.

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International initiatives and specialist subsidiaries

- **ALTEN Italia** purchases refurbished smartphones and laptops to reduce its impact on the environment;
- **ALTEN GmbH** collects and sends ink cartridges to an association that recycles them *via* a recycling cycle in Germany and sends the proceeds of the campaign to artists who organise events for children in hospitals;
- **ALTEN China** organises recycling campaigns for clothes, books and toys;
- **ALTEN Netherlands, ALTEN India** as well as subsidiaries **ANOTECH ENERGY** distributed mugs to all employees to reduce their consumption of plastic cups.

4.4.6 BIODIVERSITY

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

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

In order to raise employee awareness of biodiversity and climate change, ALTEN has launched a biodiversity initiative by hosting beehives on one of the Boulogne sites. In 2020, ALTEN organised a web conference on beekeeping and the importance of protecting pollinating insects in order to raise employee awareness of biodiversity issues.

This year, ALTEN renewed its commitment to the company Reforest'Action, whose mission is to preserve, restore and create forests throughout the world in order to develop their multiple environmental, social and economic benefits. Since the partnership was set up and resumed, nearly 30,000 trees have been planted by ALTEN in five different countries. This is equivalent to more than 88,000 animal shelters created or to 4,401 tonnes of CO₂ stored.

In 2021, ALTEN will continue to raise awareness with its employees on the subject of biodiversity by offering new activities.

International initiatives and specialist subsidiaries

- **ALTEN Switzerland** hired a local Christmas tree producer to decorate the premises. The trees were potted and put back into the ground after the holiday season;
- **ALTEN GmbH** deployed the Ecosia search engine to all its employees. Ecosia uses research income to plant trees in various places around the world.

4.5 METHODOLOGIES AND INTERNATIONAL GUIDELINES

4.5.1 METHODOLOGICAL NOTE **GRI 102-8** **GRI 102-46** **GRI 102-48** **GRI 102-49** **GRI 102-50** **GRI 102-51** **GRI 102-52** **GRI 102-53**

Temporal and geographic scopes

- The period taken into consideration for data used by the various indicators was from 1 January 2020 to 31 December 2020;
- the CSR scope in this report covers ALTEN's legal entities and its solutions located in France: ALTEN SA, ALTEN SO, ATEXIS, MI-GSO, ALTEN SIR, ALTEN TECHNOLOGIES, AIXIAL, LINCOLN SAS, AVENIR CONSEIL FORMATION, AIXIAL DEVELOPMENT, CADUCEUM, ANOTECH ENERGY. The entities: LMACP, ELITYS CONSULTING, ID APPS and APTECH were sold in 2020;
- as well as international entities: ALTEN Belgium SPRL, ALTEN Switzerland, ALTEN GmbH, ALTEN SW GmbH, ALTEN Technology GmbH, ALTEN Spain, ALTEN Finland, ALTEN LTD, ANOTECH ENERGY GLOBAL SOLUTIONS LTD, PPP UK, ALTEN CALSOFT LABS India PRIVATE LTD, ALTEN India PRIVATE LTD, ALTEN Italia SPA, ALTEN Delivery Center Maroc, ALTEN Netherlands BV and Orion Engineering, TECHALTEN Portugal, ANOTECH ENERGY Doha, ALTEN Sverige AB, ANOTECH ENERGY SERVICES LTD UK, ANOTECH ENERGY USA INC, CLOVER GLOBAL SOLUTIONS LP, CPRIME INC, CRESTTEK India, ALTEN China LTD. In 2020, the SHUANGJIE

TECHNOLOGY entity was sold, ALTEN Nederland BV merged with BAST and ALTEN Switzerland merged with HELVETING ENG;

- internationally, CPRIME INC was included in the reporting in 2020.

Rate of coverage

- The performance indicators reported for France and internationally relate to a workforce of 76.61% of the Group's total workforce at 31 December 2020 and 77.76% of revenue. Note: the decrease observed in 2020 is due to the disposal of entities in France;
- more specifically, for the French entities, these indicators refer to the entire headcount of ALTEN Group entities in question (ALTEN and Specialist Subsidiaries), and to the entire floor space occupied by one or more ALTEN Group entities in France. For international entities, they refer to the number of employees and the amount of floor space occupied by each ALTEN entity in the country in question.

Guidelines

- The performance indicators and the text of this report were prepared in compliance with the requirements of Article 225-102-1 of the French Commercial Code. This document was prepared in line with the standards of the Global reporting Initiative (GRI) G4 essential compliance option;
- the guidelines for calculating and establishing performance indicators are available upon request by email: ALTEN.csr@ALTEN.fr.

Exceptions and limitations

The ALTEN Group has set up an internal reporting tool proposed to all entities in the CSR perimeter. This tool enables the local reporting of social, environmental and societal information, which is then consolidated by the Group. In 2020, improvements were made to the tool to increase data reliability.

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

Origin and compilation of the data

Employee-related indicators

- The data relating to the headcount, nationalities represented in the Company, hiring and terminations, work-study placements, total payroll, remuneration, employee turnover, work schedules, and frequency and severity of work accidents were taken from the employee-related reports and the payroll software of the ALTEN Group companies in France and the international entities reported. The data relating to annual performance reviews, training and internal mobility were taken from the reports from departments in charge of those matters in the Group's various entities.
- Note that the total number of training hours and the number of employees trained take account of training undertaken by apprentices and employees on vocational training contracts.
- Turnover is calculated according to the following definition: $(\text{Departures}/((\text{Workforce N-1} + \text{Workforce N})/2))$. Departures taken into account exclude trial periods, mobility and other reasons.
- The SOC 17 indicator "net job creation" was corrected in 2020 to take into account permanent contracts only.
- The work accident severity rate was calculated based on working days.
- Some subsidiaries do not track all the data included in this reporting so:
 - ANOTECH ENERGY GLOBAL SOLUTIONS LTD is excluded from SOC 5 "workforce by type of business line",
 - ALTEN India PRIVATE LTD, ANOTECH ENERGY Doha, ALTEN Sverige AB, ANOTECH ENERGY SERVICES LTD UK, ANOTECH ENERGY GLOBAL SOLUTIONS LTD, CRESTTEK India and PPP UK are excluded from the calculation of SOC 19 "average annual remuneration by status",
 - ANOTECH ENERGY Doha, ANOTECH ENERGY SERVICES LTD UK, ANOTECH ENERGY GLOBAL SOLUTIONS LTD are excluded from the calculation of SOC 21 "percentage of employees having benefited from an annual assessment interview",

- ANOTECH ENERGY Doha, ANOTECH ENERGY GLOBAL SOLUTIONS LTD, ANOTECH ENERGY USA INC and CLOVER GLOBAL SOLUTIONS LP are excluded from training data,
- ALTEN India PRIVATE LTD is excluded from SOC 28 "Training expenditure as a % of total payroll",
- ALTEN Sverige AB is excluded from SOC 32 "Average number of training hours per employee trained" and SOC 31.a "Percentage of people who attended at least one training course during the year by gender",
- ALTEN GmbH and ALTEN SW GmbH are excluded from SOC 33 "number of e-learning courses taken",
- ANOTECH ENERGY Doha, ANOTECH ENERGY GLOBAL SOLUTIONS LTD and ALTEN Switzerland are excluded from SOC 34 "frequency rate of work accidents with lost time".

Environmental indicators

- Environmental data excludes CPRIME INC and ALTEN Switzerland.
- Data related to floor space is taken from the lease documents. Data is collected and then consolidated annually per building. It is then split according to the floor space occupied in said buildings by each ALTEN Group legal entity in France and by international entities falling within the CSR scope.
- It should be noted that the indicators bearing on the ATEXIS leasehold buildings (three sites in France) are confined to their energy consumption and waste sorting schemes.
- Data relating to consumables and energy is taken from the invoices and statements provided by suppliers and service providers.
- Paper consumption excludes ATEXIS' leased buildings in France, ALTEN TECHNOLOGY GmbH, ANOTECH Energy and PPP UK.
- The Enviro 4 calculation method "Total amount of paper (office and head) consumed in kg/employee/year" for France was amended in 2020. The new calculation is based on the weighted number of employees. The value for 2019 has been updated using the same methodology.
- In France and internationally, consumption indicators for cups are based on the number of employees on site at 31 December 2020. Consumption of cups excludes ATEXIS' leased buildings in France, Germany, Finland, England, the Netherlands, Doha and the USA.
- In France, data related to energy consumption of common areas was estimated at 10% of consumption of areas occupied by ALTEN when ALTEN was not the tenant of the entire building and when data was not available.
- In France, energy consumption indicators were divided by the number of weighted m². Internationally, the actual m² as of 31 December 2020 are used when information on the number of m² weighted items is not available.
- Data concerning the ALTEN Belgium SPRL and TECHALTEN Portugal entities have been excluded from the data on the energy consumption of buildings.

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- Annual mileage recorded by company cars has been estimated on the basis of the average mileage per month or per year, according to data available from providers. International data on km travelled by company cars does not include Spain, England, Portugal, the USA, India and Qatar.
- Train travel data excludes Portugal, India, the United States and China.
- Air travel data excludes India and Qatar.
- Outside France, the emission factors for transport were updated between 2017 and 2018. The 2018 emissions factors regarding transport kilometres travelled have been re-used for the 2020 CO₂ emissions calculations.
- The CO₂ emissions from energy consumption and travel were calculated from raw data (kWh, km) through the corresponding emission factors of the *Bilan Carbone*[®] 7.6 method. The calculation methodology was updated: CO₂ emissions related to electrical consumption from renewable energies were considered to be nil. In 2020, the graph representing CO₂ emissions has been simplified: travel data includes all employees, including mobile employees.
- D3E data includes entities in France as well as certain international entities, namely ALTEN GmbH, ALTEN SW GmbH, ALTEN Technology GmbH, ALTEN Spain, ALTEN Sverige AB and PPP UK. Note: the increase in D3E in 2020 is due to site closures.
- Data on data centres include France and the following international entities: ALTEN Belgium SPRL, ALTEN GmbH and SW GmbH, ALTEN Italia SPA and ALTEN Sverige AB.

Societal indicators

- Data relating to projects supported as part of the Group's promotion of the engineering professions come from the partnerships for which financial support was made.
- Societal indicator 5 "Total number of partnerships with schools in the current year" was modified in 2020 to take into account only partnerships with schools.

Comparability

- The CSR scope has been modified between 2019 and 2020. This change does not always make it possible to compare indicators from one year to the next. The ALTEN Group's activities were impacted in 2020 by the health crisis. As such, the information is not comparable with previous years and future years.

4.5.2 NON-FINANCIAL PERFORMANCE INDICATORS

Social performance indicators at 31 December 2020

ALTEN indicator no.	Indicator	Units	France 2019	France 2020	Group CSR Score 2020
HEADCOUNT AND DIVERSITY					
SOC 1	Total headcount as of 31/12/2019	Actual number of employees	13,500	10,905	25,893
SOC 2	Breakdown of employees by gender	% men	71%	70%	72%
		% women	29%	30%	28%
SOC 3	Breakdown of workforce by age grouping	% of employees under 25 years old	13%	7%	7%
		% of employees between 25 and 35 years old	65%	67%	61%
		% of employees between 35 and 45 years old	16%	19%	21%
		% of employees over 45 years old	6%	7%	11%
SOC 5	Breakdown of headcount by type of job	% of employees who are engineers	86.5%	85.4%	84.5%
		% of employees who are managers	4.5%	4.7%	6.4%
		% of employees who are support staff	9.0%	9.9%	9.1%
HIRES AND DEPARTURES					
SOC 7	Total number of hires	Number of hires	5,886	2,531	7,869
	Employees recruited on permanent contracts	Number of hires	5,521	2,398	6,118
	incl. number of permanent hires under 25 years of age	Number of hires	1,664	600	1,015
	Employees recruited on fixed-term contracts	Number of hires	206	84	1,295
	Number of hires on apprenticeship or vocational training contracts	Number of hires	159	49	456
SOC 8	Total number of terminations	Number of terminations	4,407	4,699	10,978
	Number of departures from permanent contracts	Number of terminations	4,134	4,483	9,402
	of which resignations	Number of terminations	3,083	1,977	5,115
	of which redundancies	Number of terminations	211	791	1,604
	Number of departures from fixed-term contracts	Number of terminations	177	81	1,156
	Number of departures on apprenticeship or vocational training contracts	Number of terminations	96	135	420
SOC 17	Net jobs created	Number of jobs created	1,479	-(2,085)	-(3,284)
TYPE OF EMPLOYMENT CONTRACT					
SOC 18	Breakdown of headcount by type of contract	% of permanent employees	97.8%	98.6%	92.6%
		% of temporary employees	0.6%	0.4%	5.2%
		% of employees on apprenticeship or vocational training contracts	1.6%	1.0%	2.2%
REMUNERATION					
SOC 19	Average annual remuneration by position	in € managers	40,187	40,253	NC
		in € non-managers	26,963	26,380	NC
MANAGEMENT					
SOC 21	% of employees having had an annual performance appraisal	% of employees	87%	91%	81%

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NON-FINANCIAL PERFORMANCE STATEMENT METHODOLOGIES AND INTERNATIONAL GUIDELINES

ALTEN indicator no.	Indicator	Units	France 2019	France 2020	Group CSR Score 2020
SOC 22	Average rate of absenteeism (for sickness, work- or commute-related accident)	%	1.87%	2.00%	2.01%
SOC 23	ALTEN employee turnover	%	25%	23%	25%
ORGANISATION OF WORKING TIME					
SOC 24	Percentage of employees working full time	% of employees	98%	98%	97%
SOC 25	Percentage of employees working part-time	% of employees	2%	2%	3%
EMPLOYEE RELATIONS					
SOC 26	% of employees covered by a collective agreement	% of employees	100%	100%	100%
TRAINING					
SOC 27	Training expenditures	euros	13,948,010	10,185,218	12,262,751
SOC 28	Training expenditure as a % of payroll	%	3.00%	2.00%	0.64%
SOC 29	Training expenditure as a % of revenue	%	1.3%	1.2%	0.7%
SOC 30	Total number of training hours	h	181,580	139,879	358,708
SOC 31.a	Percentage of people receiving training during the year, by gender	% of men having received training	41%	40%	48%
		% of women having received training	46%	47%	51%
SOC 31.b	Percentage of employees who attended at least one training course during the year	% of employees	42%	42%	49%
SOC 33	Number of e-learning courses taken	number	45,805	27,033	39,428
WORK AND SAFETY CONDITIONS					
SOC 34	Frequency rate of work-related accidents with time off	rate	3.20	2.09	1.35
SOC 35	Severity rate of work-related accidents	rate	0.07	0.08	0.04
SOC 36	Number of hours of safety training	h	24,451	7,735	32,852
SOC 38	Number of work-related illnesses reported	number	0	0	10

nc = not consolidated.

Societal performance indicators at 31 December 2020

ALTEN indicator no.	Indicator	Units	France 2019	France 2020	Group CSR score 2020
Societal 3	Percentage of women on the Board of Directors	%	50%	50%	50%
RELATIONS WITH EXTERNAL STAKEHOLDERS					
Societal 1	Number of partnerships for the promotion of engineering professions (CNJE; <i>Elles Bougent</i> ; etc.)	Number of partnerships	25	27	31
Societal 5	Total number of partnerships forged with higher education institutions in the current year	number	39	29	163
Societal 4	Total number of partnerships forged with NGOs or similar associations in the current year	number	45	38	45
Societal 7	Number of man-days of skills sponsorship	man-days	4,837	2,344.5	2,877.5

Environmental performance indicators at 31 December 2020

ALLEN indicator no.	Indicator	Units	France 2019	France 2020	Group CSR Score 2020
CONSUMPTION OF NATURAL RESOURCES					
Enviro 4	Quantity of paper used per employee	kg/emp	5.13	5.23	7.93
	Total quantity of paper used	kg	22,188	22,221	48,924
Enviro 5	% of paper recycled or certified	%	100%	99%	93%
Enviro 6	Amount of cups per employee on site	number of cups/emp	286	9	28
Enviro 8.a	Total energy consumption	MWh	6,134	5,827	13,155,040
Enviro 8.b	Total energy consumption per m ²	kWh/m ² /year	94	76	89
Enviro 1	CO ₂ emissions related to the energy consumption of buildings	Kg CO ₂ eq.	124,459	168,388	3,388,531
BUSINESS TRAVEL					
Enviro 14	Number of kg eq. CO ₂ for business travel by train per employee	kg. eq. CO ₂ /emp.	1.53	0.74	3.70
Enviro 16	Number of kg eq. CO ₂ for business travel by plane per employee	kg. eq. CO ₂ /emp.	327	154	120
Enviro 21	Average CO ₂ emissions per km of the company vehicle fleet	g CO ₂ /km	103	96	121
Enviro 23.a	Number of kg CO ₂ eq. from kilometres driven by company vehicles	Kg CO ₂ eq.	282,678	224,972	5,246,346
EXTERNAL CERTIFICATIONS AND ASSESSMENTS					
Enviro 10	% of occupied m ² that is certified (BBC, HQE)	%	34%	38%	23%
Enviro 18	EcoVadis score out of 100	Note	80/100	82/100	
WASTE					
Enviro 25	Total quantity of electronic waste removed by an external company	metric tons	1.6	4.0	11.0
Enviro 11	% of sites covered by a waste sorting scheme	%	95%	96%	80%
Enviro 26	Total quantity of CO ₂ emissions	Kg CO ₂ eq.	4,840,846	2,085,746	11,456,013

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4.5.3 COMPLIANCE MATRIX

ARTICLE 225 - GRENELLE 2 DECREE No. 2017-1265 OF 9 AUGUST 2017	Principles of the Global Impact	ISO 26000	Chapter 4 - 2020 REGISTRATION DOCUMENT	SDG
EMPLOYEE-RELATED INFORMATION				
EMPLOYMENT				
Total workforce and breakdown of employees by gender, age and geographical region			4.2.2	
Recruitments and redundancies		*6.4.4	4.2.3	SDG 5
Remuneration and remuneration increases			4.2.4.3	
WORK ORGANISATION				
Organisation of working time			4.2.7	
Absenteeism		*6.4.4	4.2.7	
HEALTH & SAFETY				
Occupational health and safety conditions	4. Eliminate all forms of forced or compulsory labour		4.2.7 4.1.4.3	SDG 3 SDG 8
Work-related accidents, particularly their frequency together with occupational illnesses and severity	5. Effective abolition of child labour	*6.4.6	4.2.7	
EMPLOYEE RELATIONS				
Organisation of dialogue with employees, such as procedures for informing, consulting and negotiating with employees	3. Respect for freedom of association and recognition of the right to collective bargaining	*6.4.3	4.2.4.2	SDG 8
List of collective agreements, including health and safety at work		*6.4.5	4.2.4.2	SDG 16
TRAINING				
Policies implemented regarding training, including environmental protection	8. Promoting greater responsibility in environmental matters	*6.4.7	4.2.5.3 4.4.3	SDG 4
Total number of training hours			4.2.5.3	
EQUALITY OF TREATMENT				
Measures taken to promote gender equality	6. The elimination of discrimination in respect of employment and occupation		4.2.6.4	
Measures taken to promote the employment and integration of disabled persons		*6.3.10	4.2.6.2	SDG 5
The anti-discrimination policy		*6.3.7	4.2.6	SDG 10
ENVIRONMENTAL INFORMATION				
GENERAL POLICY ON ENVIRONMENTAL MATTERS				
The Company's organisational structure for taking into account environmental issues and, where applicable, environmental assessment and certification procedures	7. Taking a conservative approach to dealing with environmental matters		4.1.5 4.4.2	
Resources devoted to prevention of environmental risks and pollution	8. Promoting greater responsibility in environmental matters	*6.5.2.1	4.4.3 4.4.4	SDG 12
		*6.5.2.2	4.4.5 4.4.6	SDG 13
The amount of accounting provisions and guarantees for environmental risks, provided that this information is not likely to cause the Company serious prejudice in an ongoing lawsuit	9. Developing and disseminating environmentally friendly technologies		ALTEN has no reserves or guarantees for environmental risks in France. The environmental management (ISO 14 001 certified) that we apply to buildings reduces environmental hazards.	

ARTICLE 225 - GRENELLE 2 DECREE No. 2017-1265 OF 9 AUGUST 2017	Principles of the Global Impact	ISO 26000	Chapter 4 - 2020 REGISTRATION DOCUMENT	SDG
POLLUTION				
Measures to prevent, reduce and compensate for emissions into the atmosphere, soil and water that severely affect the environment	7. Taking a conservative approach to dealing with environmental matters		4.4.3	
			4.4.4	
			4.4.5	
			4.4.6	
Taking into account any form of specific pollution related to an activity, including noise and light pollution	8. Promoting greater responsibility in environmental matters	*6.5.3	ALTEN provides intellectual services. By their nature, these activities have little impact on the environment, cause little pollution and do not create noise pollution. However, measures are taken to ensure the smooth integration of buildings in residential areas into their neighbourhoods (BBC/HQE, ISO 14 001, etc.).	SDG 12
CIRCULAR ECONOMY				
WASTE MANAGEMENT AND PREVENTION				
Measures to prevent, recycle, reuse, other upgrade and eliminate waste			4.4.3	
			4.4.5	
Fight against food wastage initiatives		*6.5.3	Taking into account the tertiary nature of ALTEN's Engineering and Technology Consulting activities, the fight against food wastage is not significant.	
SUSTAINABLE USE OF RESOURCES				
Consumption and supply of water in accordance with local constraints			Taking into account the tertiary nature of ALTEN's Engineering and Technology Consulting activities, the Group's water consumption is not significant.	SDG 7
Consumption of raw materials and measures taken to use them more efficiently	7. Taking a conservative approach to dealing with environmental matters		4.4.5	SDG 12
			4.4.3	
Energy consumption, measures taken to improve energy efficiency and use of renewable energy	8. Promoting greater responsibility in environmental matters		4.4.4.1	
			4.4.4.3	
			4.4.4.4	
			4.4.4.5	
Land use	9. Developing and disseminating environmentally friendly technologies		4.4.4.7	
			Given ALTEN's services business of Engineering and Technology Consulting, the Group has no activity that involves land use.	
CLIMATE CHANGE				
Significant greenhouse gas emission caused by society activity, especially by using goods and services produced	7. Taking a conservative approach to dealing with environmental matters	*6.5.4	4.4.4.2	
Measures to adapt to the consequences of climate change	8. Promoting greater responsibility in environmental matters	*6.5.5	4.4.4	SDG 9
		*6.5.5	4.4.5	SDG 11
		*6.5.5	4.4.6	SDG 12
Targets to voluntarily reduce in the medium and long term the greenhouse gas emissions and the means implemented for this purpose	9. Developing and disseminating environmentally friendly technologies	*6.5.6	4.4.4.1	
Protection of biodiversity: measures taken to preserve or restore biodiversity			4.4.6	SDG 15

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ARTICLE 225 - GRENELLE 2 DECREE No. 2017-1265 OF 9 AUGUST 2017	Principles of the Global Impact	ISO 26000	Chapter 4 - 2020 REGISTRATION DOCUMENT	SDG
SOCIETAL INFORMATION				
SOCIETAL COMMITMENTS IN FAVOUR OF SUSTAINABLE DEVELOPMENT				
The impact of the Company's activity on employment and local development			4.1,4.6 4.3.6 4.4,4.7	
The impact of the Company's activity on neighbouring or local populations	3. Respect for freedom of association and recognition of the right to collective bargaining	*6.8.5 *6.8.7 *6.8.8	ALTEN is present in employment hotspots and is located close to its customers. Its impact on neighbouring and local populations is thus limited and not significant.	SDG 1 SDG 8
Relationships with stakeholders and how is the dialogue with them		*5.3.3 *6.8.9	4.1.3 4.1.4.6 4.2,4.2	SDG 17
Partnership or sponsorship actions			4.3.6 4.2.3 4.2.6.4	
SUB-CONTRACTING AND SUPPLIERS				
Taking social and environmental issues into account in the purchasing policy	1. Promoting and respecting international Human Rights law protection in the sphere of influence		4.3.4.1 4.3.5.2 4.3.5.4	
Taking into account in relationships with suppliers and subcontractors their social and environmental responsibility	2. Guarding against complicity in human rights violations 8. Promoting greater responsibility in environmental matters	*6.6.6	4.1.4.7 4.3.4.2 4.3.5.1 4.3.5.2 4.3.5.4	SDG 8 SDG 12
FAIR PRACTICES: MEASURES TAKEN TO PROMOTE CONSUMER HEALTH AND SAFETY				
Measures taken to promote consumer health and safety		*6.7.4	Taking into account the tertiary nature of ALTEN's Engineering and Technology Consulting activities, the Group has no activity affecting consumer health and safety.	SDG 3
INFORMATION ON THE FIGHT AGAINST CORRUPTION: ACTIONS UNDERTAKEN TO PREVENT CORRUPTION				
Actions taken to prevent corruption	10. Acting against corruption in all its forms, including extortion of funds and bribery	*6.6.3 *6.7.4	4.1.4.5 4.3.2.1 4.3.5.2	SDG 16
INFORMATION ON ACTIONS IN FAVOUR OF HUMAN RIGHTS				
Promotion of and compliance with the stipulations of the core conventions of the International Labour Organization on: respect for freedom of association and recognition of the right to collective bargaining	3. Respect for freedom of association and recognition of the right to collective bargaining		4.3.2	
the elimination of discrimination in respect of employment and occupation	6. The elimination of discrimination in respect of employment and occupation		4.3.5	SDG 8
the elimination of forced or compulsory labour	4. The elimination of all forms of forced or compulsory labour	*6.3.10	4.2.6.2	SDG 17
the effective prohibition of child labour	5. Effective abolition of child labour	*6.3.10 *6.3.7	4.2.6.4	
Other actions taken to promote human rights	1. Promoting and respecting international Human Rights law protection in the sphere of influence 2. Ensure non-complicity in human rights violations 10. Acting against corruption in all its forms, including extortion of funds and bribery	*6.3.10 *6.3.10	4.1.4.7 4.3.2 4.3.4.2	SDG 16

4.6 REPORT OF ONE OF THE STATUTORY AUDITORS, APPOINTED AS AN INDEPENDENT THIRD PARTY, ON THE CONSOLIDATED STATEMENT OF NON-FINANCIAL PERFORMANCE INCLUDED IN THE MANAGEMENT REPORT **GRI 102-56**

For the year ended 31 December 2020

To the Shareholders,

In our capacity as **ALTEN's** Statutory Auditors, appointed as an independent third party and accredited by COFRAC under number 3-1080⁽¹⁾, we hereby present our report on the consolidated statement of non-financial performance for the financial year ended 31 December 2020 (hereinafter the "Statement"), included in the Group management report pursuant to the requirements of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*Code de commerce*).

The entity's responsibility

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

Independence and quality control

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

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

It is our responsibility, on the basis of our work, to formulate a reasoned opinion expressing a conclusion of moderate assurance on:

- the compliance of the Declaration with the provisions of Article R. 225-105 of the French Commercial Code;
- the fairness of the information provided in application of points 3 of I and II of Article R. 225-105 of the French Commercial Code, namely results of policies, including key performance indicators, and actions, relating to the main risks, hereinafter referred to as the "Information".

However, it is not our responsibility to comment on:

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

Nature and scope of our work

Our work described below was carried out in accordance with the provisions of Articles A. 225 1 et seq. of the French Commercial Code determining the methods by which the independent third party conducts its mission and in accordance with the international standard ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information.

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

- we obtained an understanding of all the consolidated entities' activities, the description of the main social and environmental risks associated with their activities;
- we assessed the suitability of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;

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

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NON-FINANCIAL PERFORMANCE STATEMENT

REPORT OF ONE OF THE STATUTORY AUDITORS, ON THE CONSOLIDATED STATEMENT OF NON-FINANCIAL PERFORMANCE

- we verified that the Statement provides the information required under Article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under Article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including, where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including performance indicators associated with the principal risks;
- we referred to documentary sources and conducted interviews to:
 - assess the process of selecting and validating the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented; and
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important;⁽¹⁾
- we verified that the Statement covers the scope of consolidation, *i.e.* all the consolidated entities in accordance with Article L. 233-16 of the French Commercial Code;
- we obtained an understanding of the internal control and risk management procedures implemented by the entity and assessed its data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important⁽²⁾, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data,
 - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities and⁽³⁾ covers between 27% and 91% of the consolidated data selected for these tests,
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Means and resources

Our work was carried out by a team of three people between November 2020 and March 2021.

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

Conclusion

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

Neuilly-sur-Seine, 27 April 2021

One of the Statutory Auditors

Grant Thornton

French Member of Grant Thornton International

Jean-François Baloteaud
Partner

Tristan Mourre
Director

(1) **Qualitative information relating to the following parts:** "Attracting talent"; "Health and safety in the workplace"; "Ethics and compliance"; "Reducing our greenhouse gas emissions"; "Using natural resources in a reasonable manner and reducing waste".

(2) **Quantitative social and societal information:** "Total workforce and breakdown of employees by gender, profession and type of contract"; "Hires"; "Departures"; "Number of days worked"; "Number of working days lost"; "Total number of training hours"; "Number of people trained"; "Number of partnerships made with higher education institutions"; "Number of person-days of skills sponsorship". Quantitative environmental information: "Total energy consumption", "CO₂ emissions linked to energy consumption, business travel, total consumption of paper, consumption of electric and electronic waste".

(3) ALTEN France, ALTEN Switzerland, ALTEN Belgium, ALTEN Sverige AB, ALTEN GmbH.



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