

COMMUNICATION ON PROGRESS 2022

OVER THE YEAR 2021



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.



ALTEN



Foreword

This document presents the ALTEN Group's CSR approach and the actions taken and to come. It highlights the progress made in 2021 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, UNIWARE.
- As well as international entities: ALTEN Belgium SPRL, ALTEN Switzerland, ALTEN GmbH, ALTEN SWGmbH, ALTEN Technology GmbH, ALTEN Spain, ALTEN Finland, ALTEN Nederlands BV, Orion Engineering, TECHALTEN Portugal, ALTEN Sverige, ALTEN Italia SPA, ALTEN LTD, ANOTECH ENERGY GLOBAL SOLUTIONS LTD, PPP UK, ATEXIS SPAIN, ALTEN CALSOFT LABS India PRIVATE LTD, CRESTTEK ENGINEERING, ALTEN India PRIVATE LT, ALTEN Delivery Center Maroc, ANOTECH ENERGY Doha, ANOTECH ENERGY USA INC, CPRIME INC, ALTEN China LTD, ALTEN POLSKA, ALTEN ROMANIA

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>

Contact: Eloi de BRESSIEUX, HRD Operational
eloi.debressieux@alten.com

DECLARATION OF SUPPORT FOR THE UNITED NATIONS GLOBAL COMPACT



Our corporate culture is based on fundamentals shared by all our employees:

- human capital development;
- engineering culture;
- the search for profitable and sustainable growth.

The world is facing an unprecedented crisis. Our international development and our position as leader in Engineering and IT Services accentuate our responsibility to all our stakeholders.

To meet their expectations, ALTEN relies on a sustainable development strategy initiated with the signing of the United Nations Global Compact. This four-pronged strategy is a lever for resilience in the face of the exceptional situation we are experiencing:

- a career-accelerating employer, through:
 - attractiveness,
 - loyalty,
 - talent development,
 - skills development,
 - mobility and career management,
 - security,
 - employee development,
 - the development of labour relations;

- a key player in sustainable innovation, through the support given to our clients, employees and students in developing sustainable innovative solutions;

- a responsible partner, uncompromising on the following topics:

- information security,
- business ethics,
- responsible purchasing,
- solidarity;

- a company committed to reducing its environmental footprint through:

- reducing the energy consumption of its buildings and the use of renewable energy,
- the promotion of green mobility,
- responsible digital technology,
- reasoned use of natural resources and waste reduction.

In 2022, we will continue to face new challenges. As Chairman and Chief Executive Officer of ALTEN, I affirm my commitment to carry on this approach in the Group's countries: the network of CSR referents makes it possible to capitalise on each other's initiatives, to share our common values, and to accelerate on key issues, such as climate change".

Simon AZOULAY,
Chairman and Chief Executive Officer of the ALTEN Group

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

PROFILE

ALTEN, a world leader in Engineering and IT Services

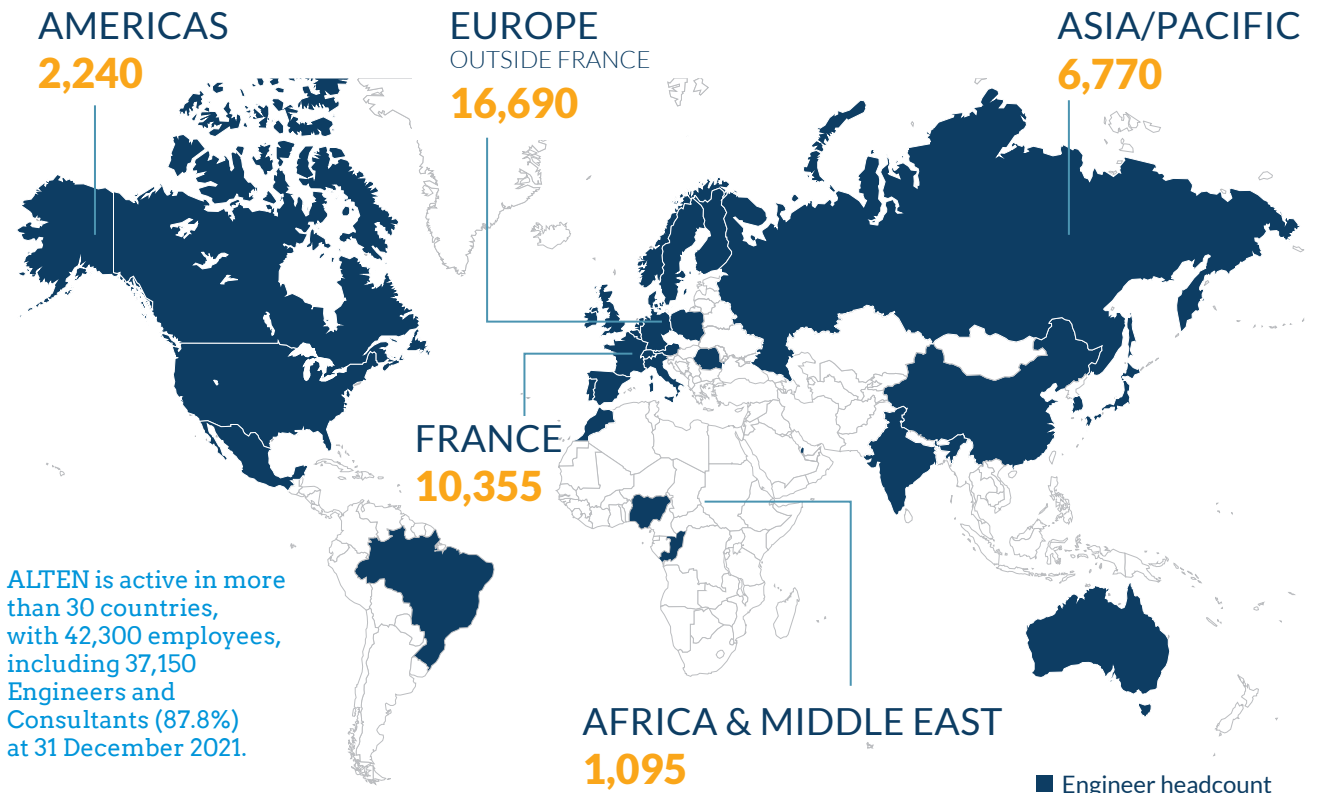


For more than 30 years, ALTEN has been assisting the growth strategy of its clients in the areas of:

- innovation;
- R&D;
- IT systems.

The Group has established itself as a world leader in Engineering and IT Services, by working with major players in the following sectors:

- Aeronautics, Space, Defense & Security;
- Automotive, Rail & Naval;
- Energy & Life Sciences;
- Telecoms & Media;
- Banking/Finance/Insurance, Retail & Services & Public Sector.



ALTEN is active in more than 30 countries, with 42,300 employees, including 37,150 Engineers and Consultants (87.8%) at 31 December 2021.

INTERVIEW

with **Simon AZOULAY**,
Chairman and CEO



“The economic situation is characterised by strong demand: ALTEN is more than ever a key player in Engineering and IT Services”.

The economic situation is characterised by strong demand: ALTEN is more than ever a key player in Engineering and IT Services.

How did the ALTEN Group perform in 2021?

Since March 2021, the ALTEN Group has benefited from a strong recovery in activity. This is due to the catch-up of projects that had been postponed in 2020, combined with strong demand due to technological developments in most sectors.

In 2021, the “post-crisis” situation is much better than before the crisis: the Group’s revenue and earnings in 2021 are higher than in 2019. The majority of sectors have recovered and exceeded their level of two years ago, although there are still geographical and sectoral differences.

In 2020, we lost or stopped projects for over 5,000 Engineers and managed to restart or win back projects for over 7,000 Engineers in 2021, representing organic growth of 2,000.

I would like to point out that in February 2019 we presented a four-year target of 42,000 Engineers by the end of 2022. This plan should be achieved, if not exceeded, despite the unforeseen crisis in 2020.

How did the various business sectors withstand this second year of the pandemic?

The pandemic has profoundly disrupted the economic markets and the environment of ALTEN’s business lines. To remain competitive and deal with the complexities of each sector, the Group has been able to maintain its multi-sectoral balance, a guarantee of sustainability in the face of crises that often weaken one sector in particular.

The Automotive and Civil Aeronautics sectors have been the most heavily impacted by the crisis. However, they were able to return to organic growth in 2021.

Most geographical areas are experiencing strong organic growth of over 10%, with the exception of countries with high exposure to these sectors (France, Germany, Sweden). Automotive is still below its pre-crisis level. As for Civil Aeronautics, a return to normal is expected in 2023 or 2024.

In general, all business sectors expanded in 2021; in particular, the Aerospace, Defense & Security, Electronics, and Life Sciences sectors.

How did the ALTEN model weather the health crisis?

Over the past two years, this crisis has highlighted the resilience of ALTEN's model. The Group has resisted thanks to:

- ▶ its financial resources and a healthy statement of financial position structure, which give it a real acquisition capacity. Acquisitions in 2020 and 2021 supported organic growth to exceed the pre-COVID-19 situation;
- ▶ an organisation and rigorous management, which have enabled us to respond to the requirements and strategy of our clients, by proposing and creating in particular:
 - skills & expertise centers, structured and packaged strategic offers,
 - a Technical Division with Delivery Centers and X-shore capabilities,
 - international commercial and technical coordination;
- ▶ a commercial and HR dynamic, offering our employees the opportunity to move towards project management, expertise or supervision of Business Units.

The ALTEN Group has relied on its core values, which are strategic during this period of crisis:

- ▶ an engineering culture and a capacity for innovation. They allow us to support our clients in their technological transition and their digital transformation in R&D, Supply Chain and IT Services;
- ▶ a balanced multi-sector positioning. This diversification allows us not to depend on the fluctuations of one or two sectors;
- ▶ critical size in all strategic countries to deploy our management model and management processes. Nearly 65% of our revenue is now generated outside France.

We are working to maintain this model, which allows us to remain confident in our ability to maintain our growth.

What new advances has ALTEN made in its CSR approach?

Our commitment to sustainable development began in 2010 with the signing of the United Nations Global Compact. It is fully integrated into our strategy with a central approach in favour of the protection of Human Rights, the environment and sustainable innovation.

In the face of the health crisis, our international development and our position as a leader in the Engineering and IT Services market give us an ever-greater CSR responsibility. Today we have to respond to multiple challenges: climate and environmental issues, ethics and security, new mobility, digital sobriety, etc.

In 2021, we achieved a milestone in the field of Responsible Digital Technology, by structuring a global and innovative strategy. Its purpose is to:

- ▶ optimise the environmental impact of our internal IT Services;
- ▶ use our Innovation Labs to develop the footprint measurement and eco-design solutions of tomorrow;
- ▶ put our expertise at the service of our clients and the transition of the digital sector.

The Group has also taken part in national and international initiatives to strengthen its commitment to the climate: membership of the *Syntec-Ingénierie* Engineering Charter for the Climate, signature of the Science Based Targets Initiative (SBTi) commitment letter, etc. Through this proactive environmental approach, the Group intends to demonstrate its investment and transparency on these subjects, aware that its activities give it an environmental responsibility towards its stakeholders.

What are the future objectives?

ALTEN, as the preferred technology partner of major groups, must continue to:

- ▶ enhance its sectoral offerings;
- ▶ optimise its technical organisation and its centers of expertise;
- ▶ develop its nearshore and offshore Delivery Centers.

The target communicated by ALTEN in 2019 (more than 42,000 Engineers by the end of 2022) will probably be exceeded.

Thanks to its organisation and its particularly sound financial structure, the Group is in a position to:

- ▶ reach 50,000 Engineers by the end of 2024;
- ▶ strengthen its IT positioning by reaching a critical size;
- ▶ generate more than two-thirds of its revenue outside France.

ALTEN will continue to focus on the value-added activities of very high-level Engineers, through extensive training, integration and the deployment of our CSR commitments. In an unchanged geopolitical and economic context, the Group remains confident in its ability to maintain its leading position in Engineering and IT Services over time.

I am proud of the collective effort made by all our employees during this unprecedented period and I wish us continued progress towards a peaceful and prosperous future.

2021 IN FIGURES



€2,925.2 M
in revenue



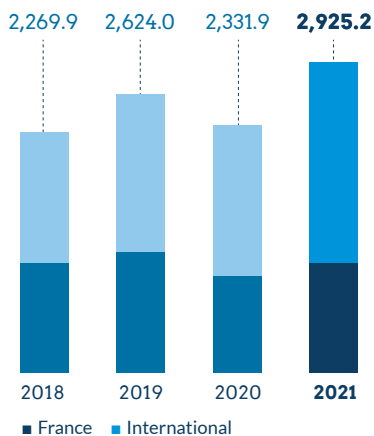
64.7%
of revenue
internationally



42,300
employees including
37,150 Engineers

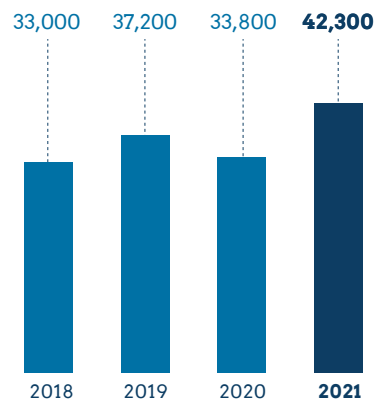
REVENUE

(in millions of euros)



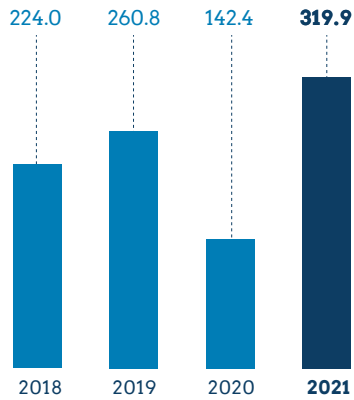
HEADCOUNT

(at year end)

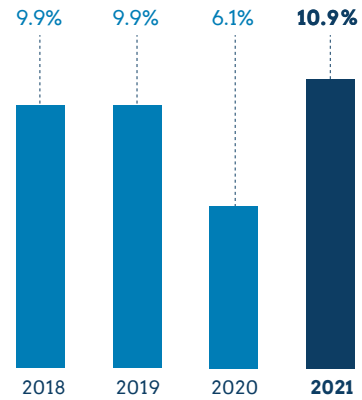


OPERATING PROFIT ON ACTIVITY

(in millions of euros)

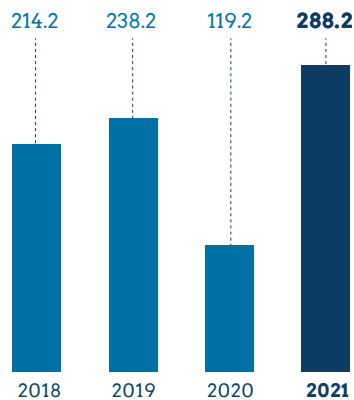


(% of revenue)



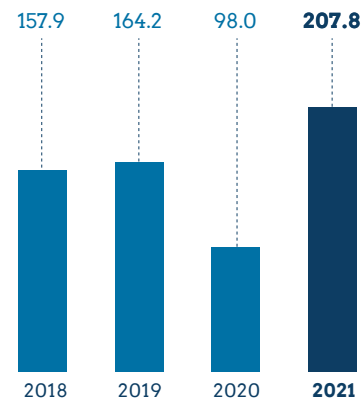
OPERATING PROFIT

(in millions of euros)



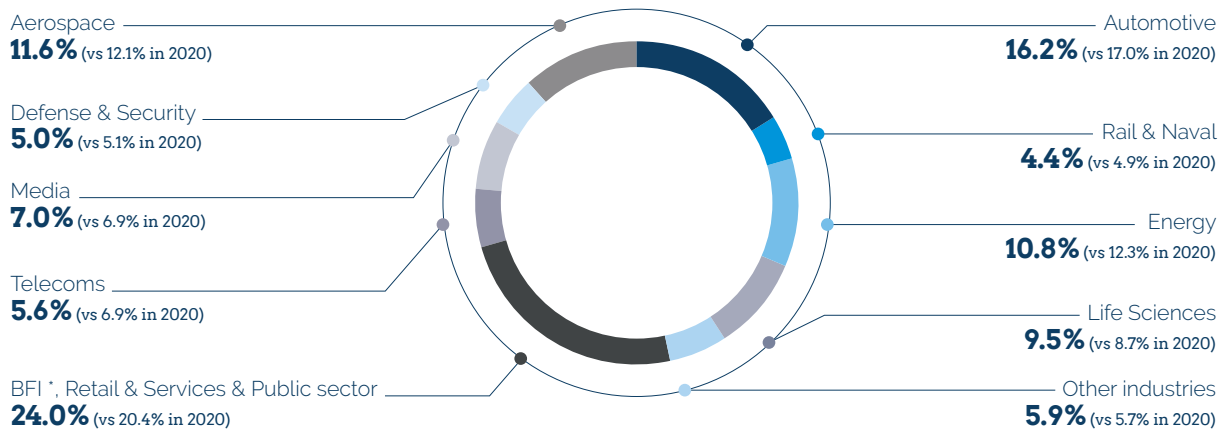
NET INCOME, OWNERS OF THE PARENT

(in millions of euros)

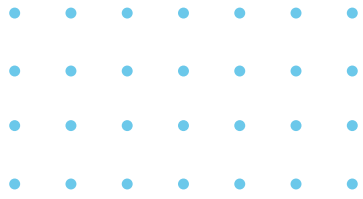


BREAKDOWN OF REVENUE BY BUSINESS SECTOR

(% of revenue)



* Banking / Finance / Insurance



CSR indicators



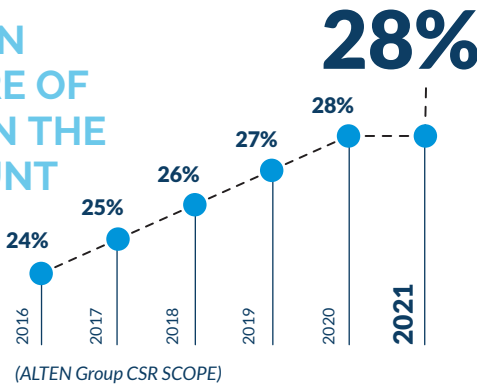
346
SCHOOL PARTNERSHIPS
 (ALTEN Group CSR SCOPE)



22%
OF THE GROUP'S R&D ACTIVITIES
 are dedicated to sustainable development, particularly decarbonisation.



CHANGE IN THE SHARE OF WOMEN IN THE HEADCOUNT



ECOVADIS
 ALTEN has been voluntarily evaluating its CSR performance for over ten years. The Group holds Platinum status for the assessment of its social, ethical and environmental approach.
ALTEN obtained a score of 80/100 in 2021.

71%



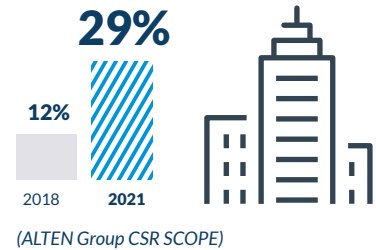
OF SITES COVERED BY A WASTE SORTING SCHEME
 (ALTEN Group CSR SCOPE)

54%



OF SURFACES ISO 27001 CERTIFIED
 (Information Security Management, France scope, for areas occupied by employees at 31/12/2021)

INCREASE IN% OF CERTIFIED M² (BBC, HQE)



12 YEARS

OF COMMITMENT TO THE UNITED NATIONS GLOBAL COMPACT

Since 2010, ALTEN has been a signatory of the ten principles of the Global Compact. This approach focuses on:

- ▶ the protection of Human Rights;
- ▶ the environment;
- ▶ the development of sustainable innovation.

The "Advanced" label, renewed each year, recognises ALTEN's commitment and progress in its Communication on Progress (COP).



KEY EVENTS

COVID recovery

At the end of 2021, ALTEN had improved on its pre-crisis situation, although sectoral and geographical differences remain. The organic growth in 2021 made it possible to recover the projects lost in 2020. All business sectors exceeded their pre-crisis levels, with the exception of Civil Aeronautics and Automotive.

Launch of the ALTEN Academy

To support its clients and consultants, ALTEN has worked with international certification bodies such as ISTQB, SAFe and Scrum.org to offer a range of internationally recognised certification training courses. Thanks to its understanding of its clients' processes, methodologies and technologies, the ALTEN Academy is able to design and deliver adapted training courses through different modules:

- ▶ Software testing;
- ▶ SAFe training;
- ▶ Scrum.org training;
- ▶ Requirement engineering;
- ▶ Business Analysis.

ALTEN named "Preferred Supplier" by Bosch

The "Preferred Supplier" status (Global Business Services Purchasing Division) is the crowning achievement of recent years and recognises the excellent relationship between ALTEN and Bosch, built up through joint projects in France and abroad.



ALTEN is a signatory of the Engineering Charter for Gender Equality (Syntec-Ingénierie)

Given the low rate of 31% of women in the Engineering sector, this signature demonstrates the Group's determination to continue to make gender diversity a lever. ALTEN is committed to the four pillars of the Charter:

- ▶ take action to change the image of Engineering among young people and in particular young women;
- ▶ ensure equal treatment of women and men throughout their careers;
- ▶ promote a work-life balance for all;
- ▶ encourage access to management positions for women, by developing upward mobility.



©Voyez-Vous (Vinciane Lebrun)

ALTEN, winner of the Responsible Digital Technology Award

ALTEN's comprehensive and innovative Responsible Digital Strategy aims to:

- ▶ deploy an exemplary approach internally;
- ▶ innovate and commit to the transition of the digital sector;
- ▶ accompany its clients towards digital sobriety.

As a reward for this approach, ALTEN was awarded the "Jury's Favourite" prize in the "Organisational Strategy and Responsible Digital Technology" category of the Awards organised by the *Institut du Numérique Responsable*.

10 years as a certified TOP EMPLOYER

Certified in France, Germany, Spain and Italy, ALTEN stood out in 2021 by:

- ▶ developing the skills of its employees;
- ▶ career management;
- ▶ its eco-responsible commitments.

This label is based on an audit built on a framework of 600 HR practices.



STRATEGY

Business strategy and objectives:

a strong positioning in Engineering and IT Services

ALTEN's positioning

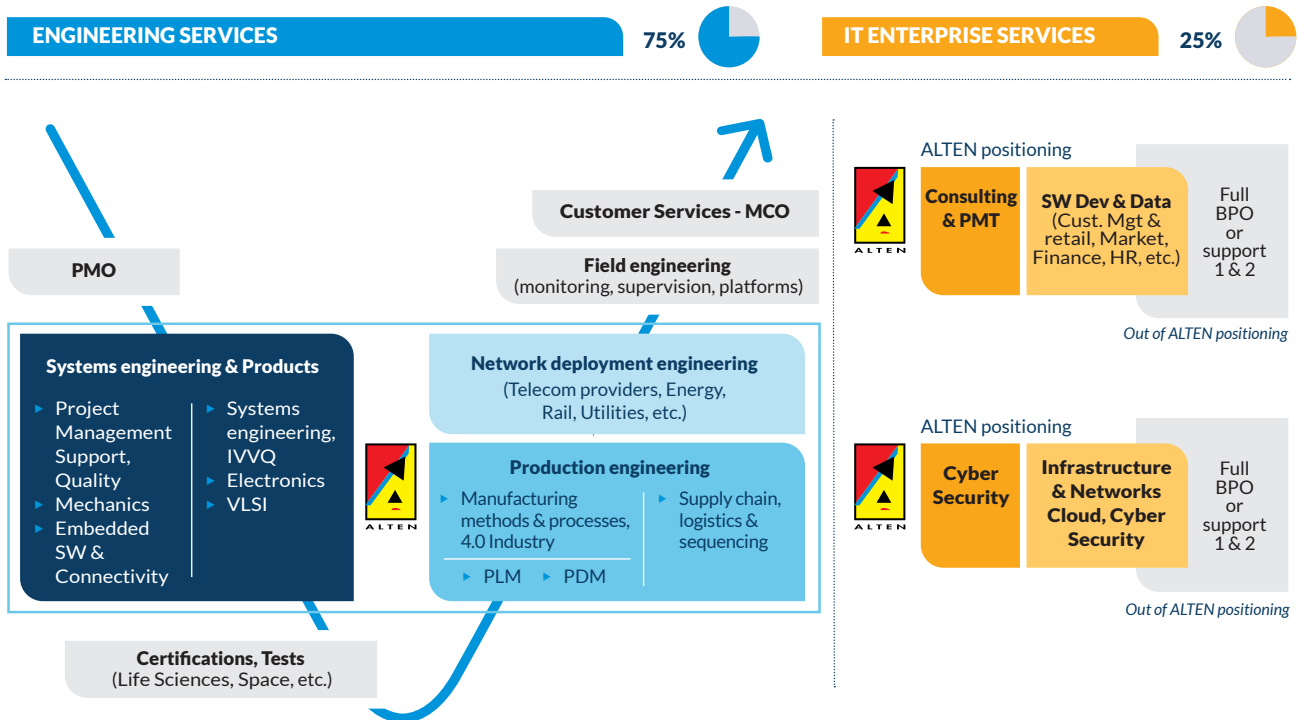
The ALTEN Group is integrated into the R&D and digital strategy of its clients. It helps them to develop their new products & services and to improve their internal performance.

RISK LEVEL	POSITION	ESTIMATED GROSS MARGIN	% OF GROUP'S ACTIVITY
4	<ul style="list-style-type: none"> ▶ IP, Risk sharing, Software Publishing ▶ Capex investments: prototyping, testing and pre-production activities 	Random & long-term	0%
3	Work Packages With Technical Division & Methods Specific methodologies & tools	25 - 35%	60%
2	Time & Material (AT) With added value: HR management and bench risks Nb: 2+ High-level consultancy		38%
1	Staffing, Freelance	5 - 18%	2%



For information :
 Level 5 = manufacturer, Tier-1 plant & production
 Level 6 = industry, OEM - complete integrator

The Group covers the entire product development cycle for Engineering and IT Services technology projects.



ALTEN is an Engineering (75%) and IT Services (25%) Group 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
PMO and Change Management consulting.
- ▶ AVENIR CONSEIL FORMATION, QUICK RELEASE
Consulting and Training in PLM Management and PDM.
- ▶ CPRIME, RADTAC
Consulting in Agile methods, SAFe and DevOps.
- ▶ OPTIMISSA, NEXEO
IT Consulting in Market Finance.



Expertise

- ▶ LINCOLN, SDG GROUP
Data Science - BI.
- ▶ AIXIAL, CMED
Life Sciences: CRO and Clinical Operations.
- ▶ CADUCEUM
Life Sciences: Quality and Manufacturing.
- ▶ ATEXIS
Customer Support and MCO.
- ▶ WAFER SPACE, Si2Chip
VLSI - Chip & MicroChip design.
- ▶ ANOTECH
Design office - Infrastructure - Operations - Oil & Gas.

Engineering: the Group's historical core business

The Group, a leading technology partner, is involved in all phases of the product cycle for the industry's Technical Divisions:



CONSULTING AND SPECIFICATIONS



R&D



STUDIES AND DESIGN



MANUFACTURING ENGINEERING



CUSTOMER SUPPORT

The international coordination of ALTEN's engineering centers is combined with its excellent knowledge of business environments.

A complementary and historical positioning in IT Services

The health context has accelerated the digital transformation within IT Departments. ALTEN is naturally positioned to provide high value-added technological solutions in:

- ▶ end-to-end control of the application lifespan;
- ▶ software testing;
- ▶ data management and valuation;
- ▶ infrastructures and networks;
- ▶ migration to Cloud, Data Protection and Cybersecurity;
- ▶ integration of third-party software, such as ERP, CRM or PLM tools;
- ▶ training in IT methods and business lines. The ALTEN Academy, deployed in several of the Group's countries, offers international certification courses: ISTQB, IREB, IQBBA, SAFe, Scrum.org, ITIL and PMI.

In many countries, ALTEN is essentially positioned around Engineering. IT Services round out its multi-sector development, accounting for approximately 25% of revenue.

This development was supported in 2021 by the acquisitions of RADTAC, CMED, NEXEO, CIENET and UNIWARE.





Outlook and strategy

The Group has erased the effects of the COVID crisis:

- ▶ organic growth in 2021 (7,000 projects) has recovered the 5,000 projects lost in 2020;
- ▶ acquisitions have enabled the Group to exceed 40,000 Engineers to date (the Group had 32,500 Engineers in December 2019);
- ▶ all sectors have exceeded their pre-crisis level except for Civil Aeronautics and Automotive.

The ecological transition, change of lifestyles and the world of health are generating considerable technological investments in all sectors.

Demand has been particularly strong in recent months. The challenges for 2022-2025 will be recruitment and managerial capacity to support growth.

ALTEN, as the preferred technology partner of major groups, must continue to:

- ▶ enhance its sectoral offerings;
- ▶ optimise its technical organisation and its centers of expertise;
- ▶ develop its nearshore and offshore delivery centers.

The Group now has all the keys to complete its international deployment through organic and external growth. The sustainability of its development will be based on:

- ▶ finalising the setting up of transversal structures;
- ▶ continued sectoral diversification in targeted geographical areas;
- ▶ HR management of managers' careers.

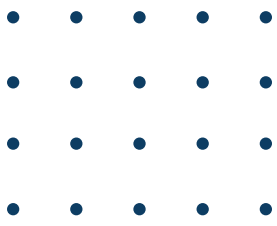
By the end of 2022, the Group intends to exceed its target of 42,000 Engineers. The structuring efforts will continue in order to reach new stages of development:

- ▶ reaching 50,000 Engineers (before December 2024);
- ▶ generating more than two-thirds of its revenue outside France.

Events after the reporting period

The ALTEN Group's exposure to the immediately foreseeable consequences of the crisis in Ukraine remains low (see "6.1.6 - Note 2.3 - Events after the reporting period").





Business model: the benefits of development

OUR RESOURCES

COVID-19 resources

ALTEN's resilience is based on the relevance of its model:

- ▶ its organisation and rigorous management;
- ▶ its statement of financial position structure and financial resources;
- ▶ its commercial and HR dynamics.

Human Resources

- ▶ 42,300 employees including 37,150 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

- ▶ 88 partnerships with NGOs or similar associations;
- ▶ 346 school partnerships;
- ▶ Responsible Purchasing Charter, Ethics and Compliance Charter, Sustainable Development Charter.

Financial resources⁽¹⁾

- ▶ Revenue of €2,925.2 million in 2021. 64.7% of revenue generated outside France;
- ▶ Strong increase in operating margin: OPA 10.9% of revenue;
- ▶ A very healthy financial structure: shareholders' equity €1,421.1 million – Positive cash position: €220 million.

Environmental resources

- ▶ Use of energy and natural resources⁽²⁾.

OUR DNA

Comprehensive technological coverage

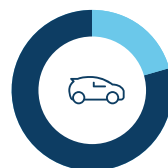
- ▶ Engineering and outsourced R&D;
- ▶ IT & Network Services;
- ▶ Subsidiaries specialised in Consulting and Expertise.

5 levels of commitment to meet clients' needs



Comprehensive and balanced coverage of sectors

Automotive & Rail and naval transport



20.6%

Energy, Life Sciences & Other industries



26.2%

Aerospace, Defense & Security



16.6%

(1) At 31 December 2021.

(2) See 4.4 – "Reducing the Group's environmental footprint".

High-performance Human Resources and talent management processes

- ▶ Multiple and varied career opportunities.

● **Fixed-price**
Fixed-price projects with commitment to results

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

● **Work units service contract**
Service contract with a commitment to results and performance

Commitment to results
Deliverables industrialisation & productivity gains

● **Service contract**
Service contract with commitment to providing resources and to achieving performance goals

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

● **Globalisation**
Gathering on a single contract covering several consulting projects

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

● **Consulting**
Consulting with commitment of providing resources

Commitment of providing resources
Delivery of specific and flexible expertise

BFI, Retail & Services & Public sector



24.0%

Telecoms & Media



12.6%

OUR VALUE CREATION

Expertise and engineering culture

(see "Strategy" of this Document)

- ▶ High-end positioning deployed on Engineering business lines.
- ▶ A Project Management Technical Division composed of 300 people.
- ▶ Engineering centers of excellence.

Human capital development

(see 4.2 "Career-accelerating employer")

- ▶ A key player in the employment of managers and Engineers and the professional integration of young people.
- ▶ TOP EMPLOYER 2021[®] in France, Germany, Spain and Italy.

Targeted external growth strategy

- ▶ 7 international acquisitions in 2021.

Societal commitments

(see 4.3.6 "Regional solidarity")

- ▶ 3,428 days of skills sponsorship.

Assessments and certifications

(see 4.1.5 "Ratings - Awards")

- ▶ EcoVadis: 80/100.
- ▶ CDP: A- rating in recognition of climate initiatives.
- ▶ ISO 9001, 9100, 27001, 14001 & 45001 for ALTEN Spain.
- ▶ CEFRI MASE.

Strategic levers



Governance

1. The Board of Directors

The Board of Directors determines ALTEN's strategic directions and ensures their implementation, in accordance with its corporate interest, taking into consideration the social and environmental challenges of its activity. It controls the management of both financial and non-financial aspects and ensures the quality of the information provided to shareholders and the market.

COMPOSITION

Simon AZOULAY
Chairman and Chief Executive Officer

Aliette MARDYKS
Independent Director
Chairwoman of the Audit Committee

Maryvonne LABELLE⁽¹⁾
Independent Director
Chairwoman of the Remuneration and Nomination Committee

Philippe TRIBAUDEAU
Independent Director
Lead Director
Member of the Audit Committee

Gérald ATTIA
Deputy CEO
Director

Emily AZOULAY
Director
Member of the Remuneration and Nomination Committee

Marc EISENBERG
Independent Director

Marwane METIOUI
Director representing employees

Jane SEROUSSI
Director

(1) From 29/01/2021.

2. General Management

The General Management implements the strategy defined by the Board of Directors and develops the business. It is assisted in its missions by:

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 CEO
responsible for International Scope 2



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



Pierre MARCEL
Chief Operating Officer in charge of ALTEN Germany

GROUP MANAGEMENT COMMITTEE



Olivier GRANGER
ALTEN Manager
responsible for
International Scope 1



Pierre BONHOMME
Executive Vice-President
ALTEN France and UK



Stéphane OUGIER
Executive Vice-President
ALTEN France and
Solutions subsidiaries



Gualtiero BAZZANA
Executive Vice-President
ALTEN for Enterprise
Services and Telecoms



Pascal AMORÉ
Executive Vice-President
responsible for
ALTEN Asia



Marcello BARBA
Executive Vice President
in charge of Southern
Europe

It is made up of 18 people,
including 5 women, divided between:

- ▶ the Executive Committee;
- ▶ the main International Directors;
- ▶ Directors of Support Functions.

Dynamic skills and career management

ALTEN uses unique tools to identify the skills needed to carry out current and future projects. In this way, each employee remains trained in the latest technologies and strengthens his or her employability. The Group can secure its development prospects. It adapts its internal processes to the needs of its Engineers and Consultants, Business Managers and Support Functions.

Mobility allows employees to shape their career according to their geographical and professional aspirations.

The main aim of the training policy is to adapt employees' skills to the needs of the market and the challenges of tomorrow. The Group supports them in their professional projects. Through the internal universities, they can increase their skills, discover a new profession and train for it.

Successful technical and managerial organisation

Internationally recognised, it includes:

- ▶ the Projects Division, with 300 Technical Managers, Project Leaders and experts;
- ▶ a training center 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

The project is carried out on the client's premises based on the commitment of providing resources, time spent and under the responsibility of an ALTEN Manager. High-level ALTEN Engineers take charge of the project⁽¹⁾.

Work Packages management

Its development is linked to the referencing policies of major industrialists aimed at streamlining subcontracting.

The selected service providers oversee increasingly large scopes and project management. Their controlled management processes must make it possible to organise the implementation of projects. The Work Packages have several levels of responsibility and risk sharing. They can be carried out on the client's premises or outsourced on ALTEN's site, either entirely or partially.

ALTEN, French leader in the delivery of Work Packages

Projects carried out accounted for 60% of business in 2021, making ALTEN the leader in terms of number, size and quality of delivery. Its project management methodologies are assessed at Capability Maturity Model & Integration (CMMI) level 3⁽²⁾.

Work Packages, an integrated client/supplier relationship

The expansion of Work Packages has major implications for ALTEN but also for clients. Project feedback is systematically capitalised. On the margins, the search for productivity may lead to the transformation of the offer and/or the involvement of nearshore or offshore structures on all or part of the project. These transformations are leading to an overhaul of processes and technical interfaces, both at ALTEN and with the client. They are therefore implemented in an integrated supplier approach.

A unique capacity for offshore delivery

ALTEN now carries out more than half of its projects in France in "Structured Project" or Work Packages mode. Part of it is outsourced to its Delivery Centers.

ALTEN can involve its offshore centers in all or part of a project for competitive reasons, when this optimises the skills/quality/cost equation. The centers have high-level Engineers and can meet the offset challenges of clients. ALTEN employs 4,130 consultants.

(1) For more information on Consulting missions, see Section "1.4 – Excellent technical organisation".

(2) This global standard is developed by the Software Engineering Institute. It enables engineering companies to understand, evaluate and improve their project implementation systems as part of a continuous improvement process.

Ethical and responsible practices

ALTEN places ethics at the heart of its activities. The Group shares the highest standards of its stakeholders in this area.

As a responsible partner, ALTEN respects:

- ▶ 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.

ALTEN is committed to conducting and developing its business in strict compliance with national and international laws and regulations and to making ethics and compliance a shared priority for the entire Group.

In this respect, the Compliance Department is responsible for anchoring compliance in a responsible and ongoing approach by relying on a network of Ambassadors, depending on the matter.

Compliance within the ALTEN Group covers, in particular, measures relating to the fight against corruption and data protection. In particular, it is based on a set of documents (Anti-Corruption Code of Conduct, Ethics and Compliance Charter, privacy policy, etc.) and training materials to raise awareness among all employees.



CSR at the heart of partnerships

ALTEN is committed to sustainable partnerships. Its responsible purchasing policy establishes a dialogue with its suppliers on Human Rights, the environment, ethics and corruption.

The Group assesses the CSR performance of suppliers from the call for tender phase, with continuous improvement over the contractual life cycle.

The Group's responsible purchasing policies and charters also materialise its commitment and compliance when contracts are signed. For the past 3 years in France, suppliers with high CSR risks have filled out a questionnaire. This questionnaire covers their understanding of the challenges of their activity and their value chain. Unsatisfactory answers and documentation lead to formalised and monitored action plans. If these are not implemented, the collaboration may be reviewed.

A commitment to the regions

It is expressed through actions that create value and meaning:

- ▶ skill-based sponsorship, supported by the Group's companies, provides its know-how and skills to associations and foundations recognised as being of general interest. It mainly concerns the social, medical and environmental fields. In France in 2021, within the *ALTEN Solidaire programme*, nearly 25 Engineers took part in a skills sponsorship mission in one of the 15 partner associations;
- ▶ partnerships with local schools and universities and promotion of the Engineering profession among young people. The Group develops actions on campuses and supports educational competitions such as *Je filme le métier qui me plaît*.

ALTEN Innovation: a step ahead with SMART DIGITAL

Digital technology and sustainable development are driving profound changes in industry and service markets. In recent years, the digital revolution has brought new horizons and opportunities to rethink development standards throughout the product life cycle (from design to consumption) while facing more restrictive regulatory and social pressures for sustainable development.

With this rapid change in our environment, the security and safety of data, processes and people also represent additional key challenges to enable a safe transformation of our human society. As a leader in outsourced R&D, ALTEN is now faced with all these changes and must be one step ahead of these new trends to anticipate client needs.

Digital transformation: new horizons for industry and services

From industry to finance, new digital technologies are challenging existing processes throughout the product life cycle and facilitating the convergence of two previously hermetic worlds: IT (Information Technology) and OT (Operation Technology). This convergence brings improvements in various fields such as prescriptive maintenance, but also in the design of ever more efficient digital twins (product, factory, city, etc.). ALTEN's teams innovate throughout the value chain to shorten new product development times while making industrial processes more efficient.

Environmental footprint: building a sustainable industry through innovation

ALTEN is very active in reducing its environmental footprint and has been supporting its clients through sustainable innovation for many years. ALTEN Labs support this ambition and conduct projects ranging from digital energy efficiency to industrial compliance and mobility, with sustainable uses:

- ▶ digital systems generate 4% of greenhouse gas emissions (compared to 3.5% of emissions generated by air transport). This phenomenon will be reinforced by the deployment of 5G and the sharp increase in smart communicating objects. Designing energy-efficient algorithms and computer systems is therefore a major challenge;
- ▶ industrial processes and facilities should be eco-designed to use industrial equipment to its full potential while reducing waste;
- ▶ sustainable mobility is not only about reducing carbon emissions by switching to electric vehicles, but also by improving traffic flow and implementing multimodal solutions.

Security and safety: reducing the risk of cyber-attacks while strengthening the resilience of companies to crises

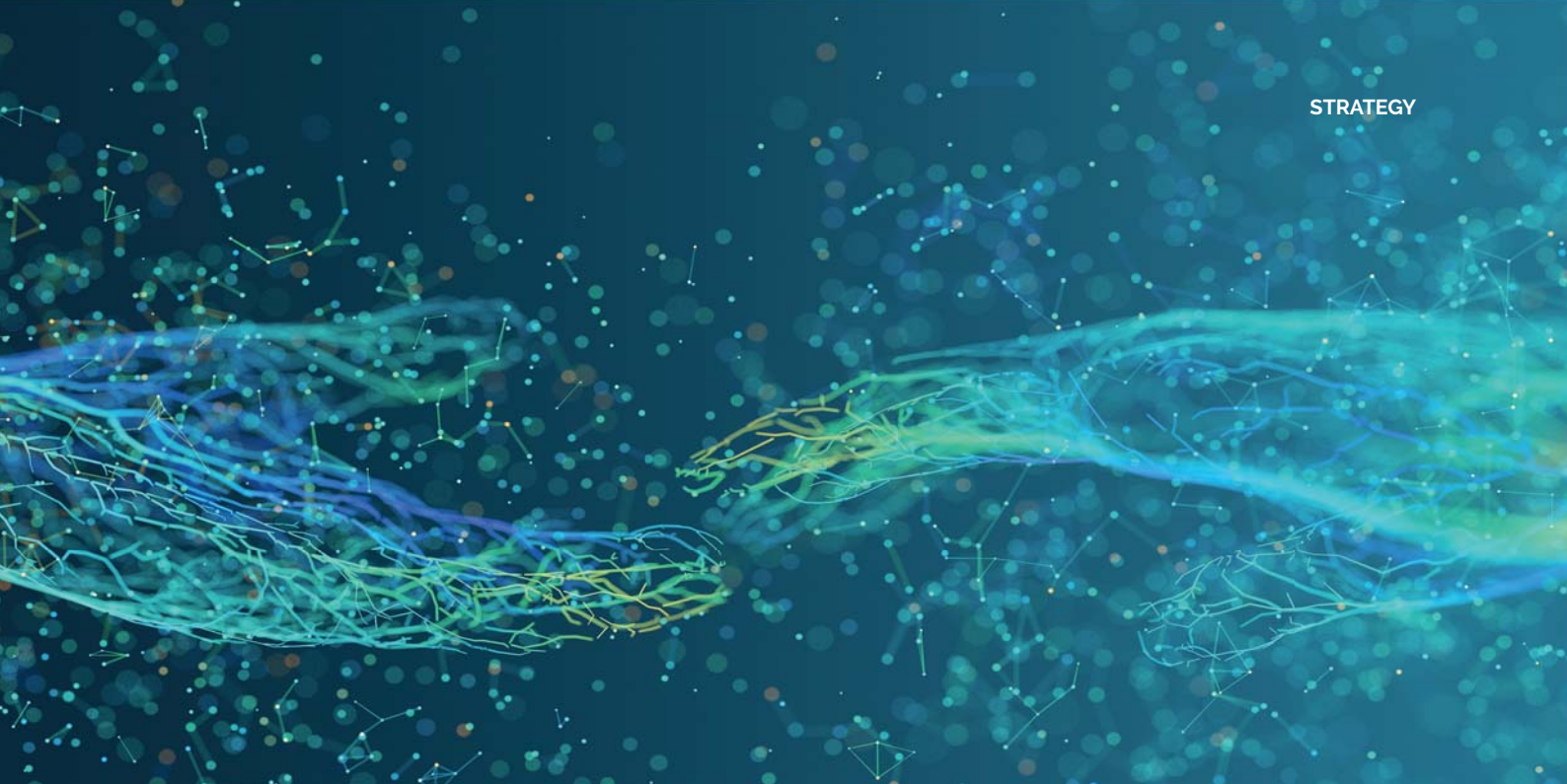
IT technologies used to improve processes and daily life are both a solution to a safer world and a source of threats. The security of people, processes and data is a major concern for ALTEN's teams, which take a holistic view of security, from implementing cybersecurity solutions to improving security in industrial processes, for example:

- ▶ use of blockchain technology for identity management or to secure payments and fraud detection through machine learning;
- ▶ handling industrial risk assessment to anticipate failures and crises;
- ▶ design of autonomous and agile security systems.

22%

OF ALTEN'S RESEARCH AND INNOVATION ARE DEVOTED TO CONTROLLING A SUSTAINABLE ENVIRONMENT.

THE GROUP IS THUS CONTINUOUSLY INCREASING ITS EFFORTS IN FAVOUR OF THE PLANET.



In 2021, ALTEN's Innovation Department continued its research efforts within its **SMART DIGITAL** initiative, which includes 8 major research programmes and more than 100 projects representing all of the Group's diversity: mobility, factory 4.0, 5G networks, transactional services, data engineering, design engineering, sustainable quality & supply chain, etc. All of these scientific and innovative projects are conducted within our **ALTEN Labs** and are systematically generated by an ideation process conducted directly by our ALTEN Consultants and Specialists who listen to our clients' innovation needs. **We are also developing technological partnerships** with start-ups,

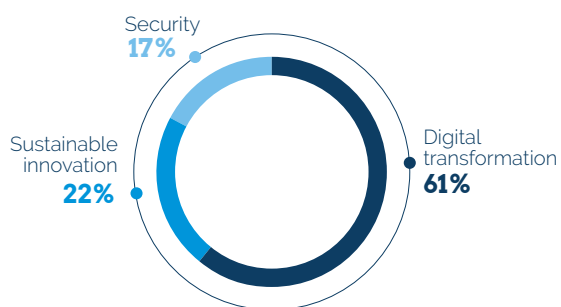
large companies and university research laboratories, and are **deploying a policy of digital platforms that cut across all our Labs and can be used on all our projects:**

- ▶ in **software development**: standard configurations, PRAT, Green IT and IoT (eco-design test bench), embedded intelligence (NanoEdge AI studio from ST Microelectronics);
- ▶ in **digital modelling and simulation**: digital twin of regions with SUMO and HERE, of the factory with SIEMENS;
- ▶ in **data processing**: Data Lake Management (data engineering), System Behaviour Management (data science).

Our innovation portfolio and strong knowledge of Engineering skills allow us to adapt to most of our major clients' configurations.

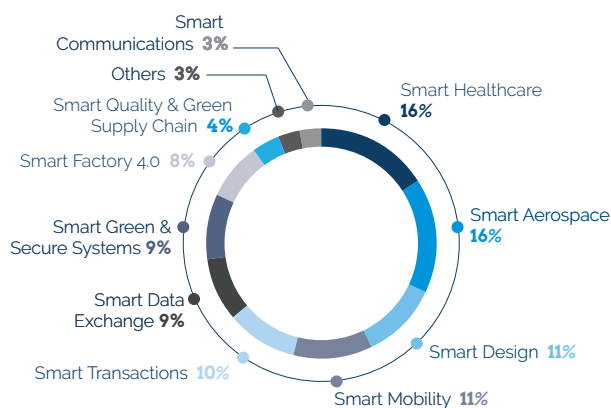
Our SMART DIGITAL approach is naturally based on various innovative technologies, grouped by application research programmes.

BREAKDOWN OF ALTEN R&D IN 2021

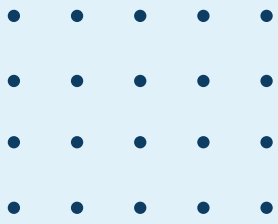


Sources: R&D expenditure reports by European entities, % in days worked on R&D projects.

BREAKDOWN OF ALTEN SMART DIGITAL PROJECT PORTFOLIO IN 2021



Sources: portfolio of R&D projects in Europe, in % of production days.



CSR strategy and objectives:

sustainable development at the heart of the strategy

The Group’s sustainable development approach was initiated with the signing of the United Nations Global Compact.

It is based on 4 priority areas:

- ▶ a career-accelerating employer;
- ▶ a player in sustainable innovation;
- ▶ a responsible partner and citizen;
- ▶ a company committed to the environment.

This CSR strategy is based on a materiality study, in line with the requirements of the Global Reporting Initiative (GRI) and updated in 2021.

Environment

- 1 Environmental footprint
- 2 Contribution to the success of client CSR strategies
- 3 Green mobility
- 4 Responsible digital technology

Social

- 1 Labour relations
- 2 Diversity and equal opportunities*
- 3 Skills development
- 4 Talent attraction and retention
- 5 Health and safety in the workplace
- 6 Well-being at work

Governance

- 1 Client satisfaction*
- 2 Corporate governance*
- 3 Information Systems Security and data protection*
- 4 Business ethics and compliance*
- 5 Innovation
- 6 Promotion and feminisation of the Engineering professions
- 7 Responsible purchasing
- 8 Dialogue with local stakeholders
- 9 Solidarity

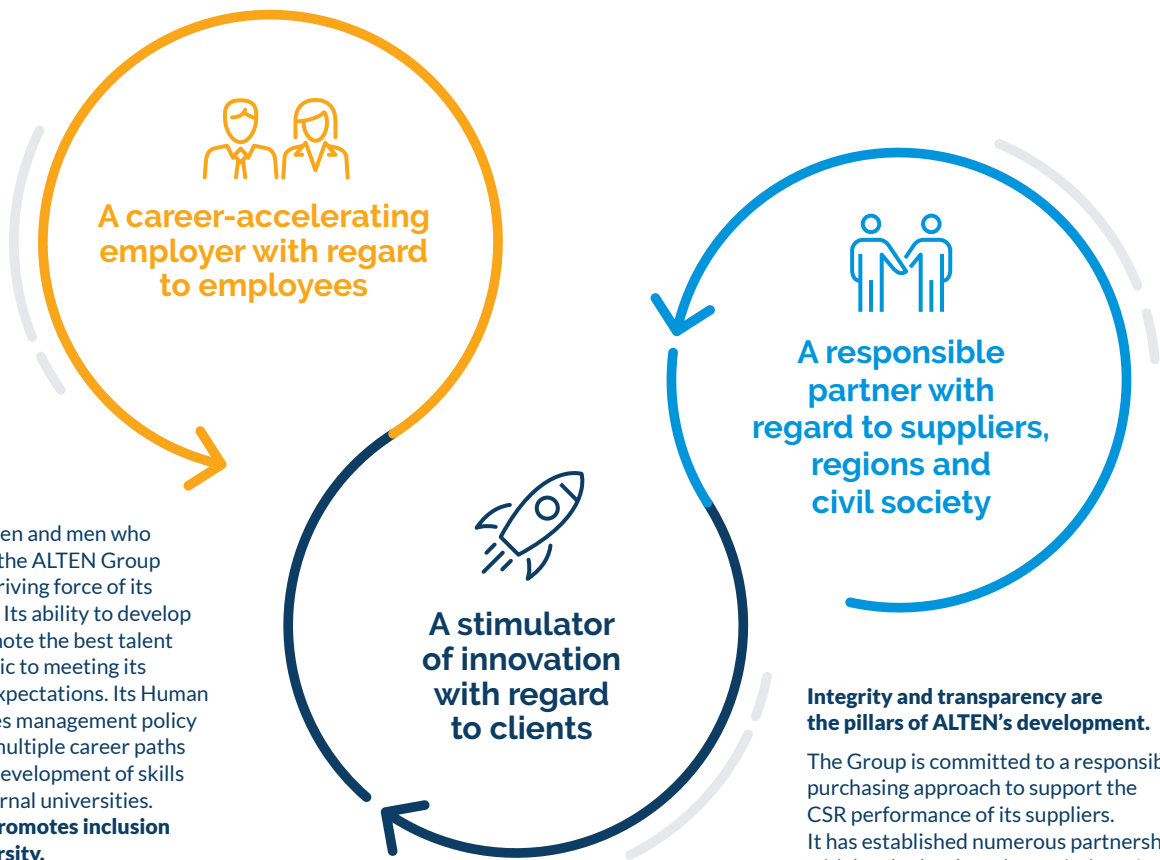
* The issues identified by an asterisk are the most important ones both for ALTEN’s activity and for its external stakeholders.

ALTEN

and its stakeholders

As a leader in Engineering and IT Services, ALTEN is committed to:

- meeting the expectations of its stakeholders;
- anticipating their requirements by reconciling performance and sustainable development.



The women and men who make up the ALTEN Group are the driving force of its business. Its ability to develop and promote the best talent is strategic to meeting its clients' expectations. Its Human Resources management policy favours multiple career paths and the development of skills in its internal universities. **ALTEN promotes inclusion and diversity.**

87.8%
OF ENGINEERS
(Group's 2021 headcount)

ALTEN is a catalyst for innovation for its clients. The Group develops innovative and sustainable solutions. It conducts its own research and development and innovation programmes reconciling the economic, environmental and societal dimensions. **Its goal is to create value for its clients and offer them the best technological practices.**

Integrity and transparency are the pillars of ALTEN's development.

The Group is committed to a responsible purchasing approach to support the CSR performance of its suppliers. It has established numerous partnerships with local schools and associations. It can thus promote Engineering and scientific and technical careers to young people. ALTEN has also been committed for many years to promoting women in these professions. The Group can count on its female employees to talk about their careers and to inspire young women.

20
PARTNERSHIPS
IN THE FRAMEWORK
OF THE PROMOTION
AND FEMINISATION
OF ENGINEERING
PROFESSIONS
(ALTEN France scope)

A historical commitment to the environment



For over 10 years, ALTEN has been working to limit its environmental impact. Its Sustainable Development Charter formalises its commitments. The Group encourages its international entities to have a proactive environmental approach, based on recognised standards or benchmarks.

ISO 14001 certification establishes an environmental management system based on an environmental risk analysis and a continuous improvement process.

ALTEN is committed to the fight against climate change by joining national and international initiatives:

- ▶ the signing of Syntec-Ingénierie's Climate Charter for Engineers in 2019;

- ▶ participation in the United Nations Global Compact Climate Ambition Accelerator in 2021;
- ▶ the signing of the Science-Based Target Initiative commitment letter.

The indicators of the non-financial rating agencies (EcoVadis, Gaïa, CDP) demonstrate the Group's transparency and performance approach.

Aware that its activities give it an indirect environmental responsibility to its clients, ALTEN is committed to developing innovative and sustainable solutions and to acting in favour of Responsible Digital Technology, both internally and with clients. Throughout the year, the Group works to raise employee awareness of environmental issues through a variety of means.

ALTEN is working to reduce its environmental impact through a three-pronged action plan:

1. MEASURING AND REDUCING GREENHOUSE GAS EMISSIONS

Each year, ALTEN measures and publishes the greenhouse gas emissions of its activities and is committed to:

- ▶ promoting the use of renewable energy on its premises;
- ▶ encouraging the energy efficiency of buildings: this choice to occupy efficient and more environmentally friendly buildings is made in many countries where ALTEN operates;
- ▶ minimising the impact of IT facilities. ALTEN's IT Department is developing several areas: reviewing usage, calculating and reducing the carbon footprint, choosing labelled equipment, and managing obsolescence and the second life of IT equipment;
- ▶ supporting the transition to soft and sustainable means of mobility: ALTEN carries out mobility plans on sites with more than 100 employees, subject to a local urban plan. Since 2014, ALTEN has been working each year to strengthen its Car Plan requirements, governing the characteristics of the Company vehicles comprising the fleet, favouring engines with lower emissions. The Group promotes soft mobility and clean vehicles (installation of electric charging stations, etc.);
- ▶ developing sustainable innovation. The Group assumes indirect environmental responsibility for its activities towards its clients and conducts R&D projects on energy efficiency, transport electrification, improving the environmental performance of industries, etc.

2. USING NATURAL RESOURCES WISELY

ALTEN is implementing best practices internally to limit the use of natural resources and the impact on biodiversity:

- ▶ sustainable paper consumption: ALTEN seeks to consume less and consume better. When purchasing, the Group favours recycled and/or eco-labelled paper and continues to roll out its project to dematerialise invoices and payslips;
- ▶ the Group is committed to reducing and sorting its waste. A sorting and recycling system has been developed in several of the Group's entities and a "zero disposable plastic cups" campaign has been deployed in France in 2020;
- ▶ to raise employee awareness, ALTEN is implementing an approach in favour of biodiversity by sponsoring a beehive and relying on eco-labels for the purchase of supplies, whenever possible.

3. INFORMING AND RAISING EMPLOYEE AWARENESS OF ENVIRONMENTAL PROTECTION

Employees benefit from awareness-raising activities to make them aware of the Group's approach and enable them to participate in it (quizzes, competitions, conferences, etc.), as well as e-learning modules (eco-mobility, eco-actions, etc.). Regular communications are made via the internal social network, newsletters, the intranet and posters.

SEGMENT TRENDS

Global R&D trends and outsourced R&D market trends

Global business spending on R&D will increase at an average annual growth rate of 9% to reach \$2.1 trillion by 2024⁽¹⁾. It will be driven in particular by investment in digital engineering, which already accounts for over 50% of overall expenditure.

One of the main trends over the last decade has been the growing share of digital-related investments, both in the product cycle and in the client relationship.

In France, according to Pierre Audoin Conseil (PAC), the expected evolution of the ETC (Engineering and Technology Consulting) market accessible to ALTEN is summarised in the following table:

(in millions of euros)	2019	2020	20/19	2021	21/20	2022	22/21	2023	23/22	2024	24/23	2025	25/21
Aeronautics, Space & Defense	1,577	1,168	-25.9%	1,226	5.0%	1,295	5.6%	1,372	5.9%	1,452	5.8%	1,534	5.8%
Land Transport	1,786	1,314	-26.4%	1,423	8.3%	1,567	10.1%	1,721	9.8%	1,880	9.2%	2,037	9.4%
Telecoms and Multimedia	407	408	0.2%	426	4.4%	448	5.2%	472	5.4%	496	5.1%	519	5.1%
Energy & Life Sciences	1,587	1,488	-6.2%	1,554	4.4%	1,640	5.5%	1,744	6.3%	1,845	5.8%	1,942	5.7%
Other	2,396	2,056	-14.2%	2,187	6.4%	2,337	6.9%	2,493	6.7%	2,644	6.1%	2,783	6.2%
Total Technology Consulting <small>(ALTEN core business scope)</small>	7,753	6,434	-17.0%	6,816	5.9%	7,287	6.9%	7,802	7.1%	8,317	6.6%	8,815	6.6%

(1) Source: Cabinet Zinnov.



Automotive

13 BRANDS

grouped together when the PSA and FCA groups merged in February 2021, giving rise to the Stellantis group, now the world's fourth-largest manufacturer.

2035

The European Commission is considering a ban on the sale of combustion engine vehicles by this deadline.

MEGATRENDS

After the health crisis, governments launched massive investment plans to support the development of electric and hydrogen technologies and the associated infrastructure.

Several digital giants (e.g. Apple, Foxconn, Xiaomi) have confirmed the launch of their electric car projects. Today, Tesla's stock market valuation exceeds that of all other manufacturers combined.

In order to remain competitive, traditional manufacturers and their suppliers are moving to control their value chain: relocation of strategic production (batteries, semi-conductors, etc.) and internalisation of software development related to smart mobility.

SCHEMATIC DIAGRAM OF A CONNECTED ECO-ASSISTANT APPLICATION: example of ALTEN's HappyDrive application



Automotive manufacturers are caught between increasingly strict environmental regulations (in particular CAFE or Euro 7 standards) and the consumer craze for large vehicles at the expense of fuel efficiency.

To capitalise on the skills essential to our clients' challenges, ALTEN Labs are currently developing a data aggregation project. It allows us to:

- ▶ raise awareness of eco-driving among motorists with the aim of encouraging the future purchase of more environmentally responsible vehicles;
- ▶ help manufacturers to tailor their commercial offer to their clients' recurrent journeys.



Rail

**9,000
EMPLOYEES**

Thales' rail signalling activity was sold to Hitachi Rail in 2021 for €1.6 billion.

\$66 BILLION

This is the historic investment announced by the US government in 2021 to modernise its rail network.

MEGATRENDS

Increasing urbanisation, combined with the desire to reduce CO₂ emissions, is leading states to invest massively in rail transport.

To increase the capacity of existing lines, railway operators are modernising the signalling systems (CBTC, ERTMS, etc.) as a priority.

At the same time, manufacturers are experimenting with hydrogen-powered trains to replace diesel-powered trains and thus decarbonise non-electrified lines.



By 2023, Denmark will become one of the first European countries to have a 100% ERTMS rail signalling network. The programme has been funded to the tune of €3.3 billion.

The ALTEN Group is supporting the world leader in intelligent and sustainable mobility in this **ERTMS level 2 signalling systems** and ETCS subsystems engineering project.

The studies are carried out at ALTEN's Center of Excellence in Bologna, Italy.

This modernisation will allow Denmark to increase its passenger capacity, while improving the punctuality of trains.



Aeronautics

600

This is the number of aircraft that Airbus aims to deliver in 2021, compared to 566 in 2020.

2024

In the most optimistic scenario, it will take until then for air traffic to return to 2019 levels.

Source: EuroControl

MEGATRENDS

After the virtual halt in air traffic, the post-COVID recovery has begun in a heterogeneous way around the world. Regional flights have seen a strong acceleration in demand, while long-haul flights are struggling to recover their pre-crisis levels.

Although aircraft manufacturers want to increase production rates in anticipation of the recovery in air transport, this objective is hampered by the shortage of manpower and materials. Moreover, in this context of uncertainty, the supplier chain remains reluctant to invest to support this ramp-up.



The growth in air traffic and the emergence of new technologies are prompting aeronautics manufacturers to offer new cockpit functionalities to pilots in order to improve the robustness of flight operations.

In order to reduce development costs and save time, **ALTEN has developed its own FAST (Function Assessment with Simulation Tool) prototyping platform.**

The platform enables rapid evaluation of HMIs (human-machine interfaces), **reducing the recurring costs of conventional testing methods by almost a third and cutting lead times by several weeks.** A benefit already proven by one of the Group's flagship clients in the aeronautics industry.



Space

\$1,000 BILLION

This will be the revenue generated by the global space industry by 2040, compared with 385 billion in 2020.

Source: Morgan Stanley

1,500

pieces of traceable debris were generated following a destructive Russian anti-satellite missile test against one of its own satellites in November 2021.

MEGATRENDS

The private sector's enthusiasm for space continues to boost the sector and could democratise new applications (space travel, satellite imagery, internet via satellite, data processing, etc.).

The current geopolitical context favours a real militarisation of space.

After the success of the American New Space (Space X, Blue Origin, etc.), it is now Europe's turn to encourage the development of the private sector. Partnerships are increasing between the ESA, large companies and start-ups, such as Airbus D&S and Prelogens.

At the same time, the space industry is accompanying states in the weaponisation of the cosmos, in the form of anti-satellite weapons for instance.



In 2021, a space industry leader renewed its confidence in ALTEN by listing the Group as one of its main Engineering partners in the Space & Connected Intelligence business.

Active for more than 15 years in the area of multi-mission/ground segment systems, ALTEN now has a high level of expertise in systems engineering and software development, specific to the space environment.



Defense & Naval

2.6%

This is the increase in global military spending in 2020 vs. 2019.

Source: SIRI

€4.8 BILLION

Order intake in the Defense & Security sector was up 24% for Thales in the first nine months of 2021.

MEGATRENDS

The global geopolitical context is currently in a very bad state. After two decades of counterterrorism, military powers are preparing for the return of inter-state 'high intensity conflict'.

Benefiting from unprecedented budgetary efforts, the defense industry must accelerate the development of equipment programmes (air combat, naval, space and cyber, etc.) adapted to this new context.

At the same time, the sector must acquire new skills (data, robotisation, etc.) to anticipate technological breakthroughs.



The ALTEN Group is assisting an international defense leader with a contract to develop a tactical drone, an extremely sophisticated surveillance tool with high-performance optics. The qualification stage is crucial to demonstrate the maturity and operational capabilities of this UAV to the military. To meet these high expectations, ALTEN mobilised a team of high-level Engineers in record time to finalise the system engineering studies and guarantee the quality of the test campaigns. Our client recently announced the successful completion of certification testing of the drone system.



Security

€150 BILLION

This is the size of the global Cybersecurity market in 2021, whose growth rate has doubled in one year.

Source: Gartner

-3.1%

This is the decline in global sales of domestic security equipment and technology in 2021.

Source: En toute sécurité

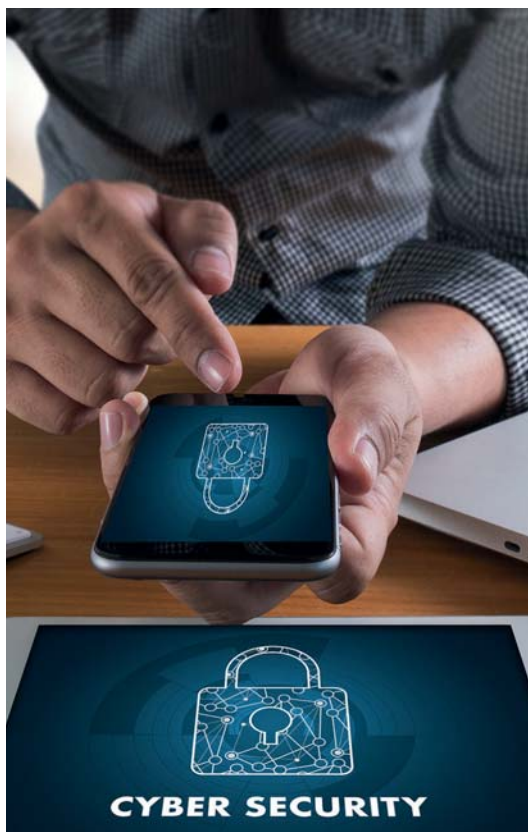
MEGATRENDS

The collapse of air traffic and national lockdowns have reduced internal security activities in most countries.

But at the same time, the accelerating shift to remote working has exposed many organisations to cyber-attacks.

The giants of the sector are now positioning themselves in the key areas of security in the digital space, foremost among which are the Cloud and digital identity.

This investment is accompanied by numerous initiatives to overcome the shortage of IT and cybersecurity skills: partnerships with software firms, dedicated training programmes, etc.



In response to the global shortage of cybersecurity skills, ALTEN created its Cybersecurity Academy in 2019 to train its own Engineers.

It focuses on 4 main business lines: network architect, integrator, analyst and governance specialist.

The 400-hour modules (about three months) are certifying and involve specialists in the areas taught, such as STORMSHIELD for network security.



Energy & Environment

€9 BILLION

This is the investment put on the table by the French government for the development of the hydrogen sector by 2030.

74,000 EMPLOYEES

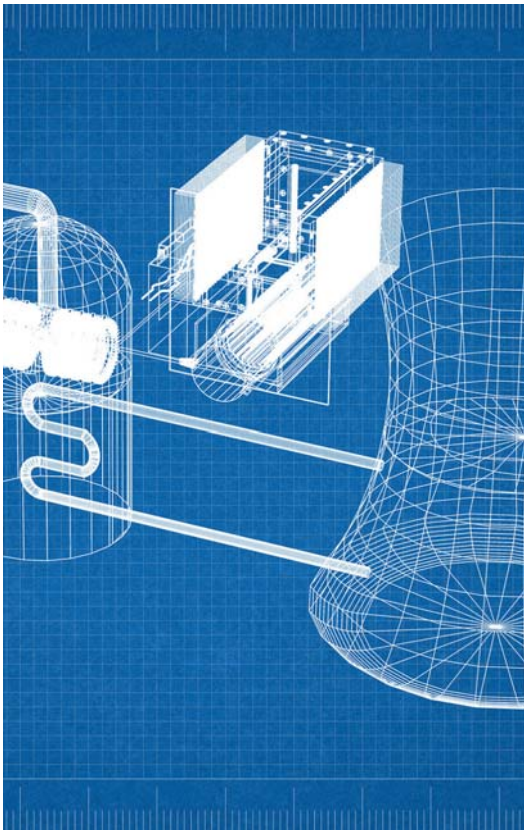
Engie sold its Services Division to Bouygues in 2021 for €7.1 billion.

MEGATRENDS

Considered as “technologies of the future”, the production, distribution and storage of decarbonised energies are becoming a major challenge to meet the explosion in electricity needs, while respecting the commitments to reduce CO₂ emissions.

In order to finance the heavy investments linked to the energy transition, the giants of the sector are selling off their non-strategic assets and beginning their transformation (example: Total Energies).

The programmes for new nuclear reactors (SMR, EPR2, etc.) and green hydrogen are currently at the heart of R&D investments and will place a considerable burden on the engineering professions over the next ten years.



In the face of the climate emergency, several countries are considering the use of zero-carbon energy through the construction of new nuclear power plants. These projects will require significant Engineering capacity.

Today, more than 300 ALTEN Engineers actively contribute to the design and management of major new construction projects (EPR2, Hinkley Point C EPR, etc.).

To meet the increased workload in a context of resource shortages, ALTEN has implemented a comprehensive action plan: organisational with the creation of a nuclear center of excellence (ACE) and HR with the implementation of a nuclear academy based in particular on the ALTEN community of experts.



Life sciences/ Health

11 BILLION DOSES

of COVID-19 vaccines produced at the end of 2021, compared to 2.2 billion at the end of May 2021.

Source: IFPMA

\$2,000

This is the maximum annual expenditure on drugs for a senior citizen under the new US Prescription Drug Pricing Plan.

MEGATRENDS

The health crisis requires the mass marketing and production of COVID-related vaccines and treatments in record time.

At the same time, the ageing of the population and budgetary constraints are leading the authorities to put pressure on the pharmaceutical industry to lower the price of medicines.

To achieve these cost and scale objectives, the pharmaceutical industry is accelerating its transformation (outsourcing of R&D and production-CDMO), digitising its production plants and securing its complex supply chains. Furthermore, in order to stay in the technological race, the giants of the sector are pursuing acquisitions in the fields of Biotech and AI.



The ALTEN Group, through its specialised subsidiary CADUCEUM, is assisting one of the world's leading healthcare companies in the design and construction of a new flexible and digitalised production site.

This fully connected and modular plant will allow simultaneous production of vaccines and prioritisation of production according to public health issues, particularly in the event of new pandemics.

Operational excellence and short time-to-market will secure Europe's supplies in the event of new health crises. In an Industry 4.0 approach, our client uses technologies such as:

- ▶ **connected objects** (IoT) associated with **artificial intelligence** to deploy predictive maintenance and optimise energy consumption in real time;
- ▶ the **Digital Twin** to simulate production processes;
- ▶ **cobots** to automate tedious and dangerous activities.

Subjects in which the ALTEN Group already has a large number of skills thanks to its multi-sector positioning.



Telecoms

TOTEM

Orange created its own TowerCo in 2021. It includes over 26,000 sites, compared to 71,000 sites for Cellnex, Europe's number one TowerCo.

40%

This is the failure rate of fibre optic connections in some municipalities, according to the French authority ARCEP.

MEGATRENDS

Even if the first 5G deployments have paved the way for new uses in industry, agriculture or health, the economic equation is still uncertain for operators, especially as their investment capacity has been cut by the drop in roaming income linked to the COVID crisis. At the same time, the lockdowns (teleworking, home schooling, etc.) have underlined the urgency of deploying the Very High Speed network in all regions.

To meet their massive investment targets in fibre and 5G, operators are optimising their business model by focusing on spectrum and services. They rely on levers such as the outsourcing of infrastructures, which favours the emergence of the TowerCo giants, as well as the strengthening of their nearshore-offshore policies.

At the same time, the industry is concerned about the problems of connection quality due to scheduling requirements and the cascade of subcontractors involved.



ALTEN is currently partnering with a telecom equipment manufacturer to create 5G infrastructures and in particular to develop technological solutions designed to accelerate operators' 5G deployment.

To this end, more than one hundred ALTEN Engineers are currently working on network function virtualisation (NFV) issues, in which the Group has built up very strong technical expertise.

This technology is one of the main components of a Telco Cloud. It is essential to make the network more intelligent by allowing automatic adaptation to all 5G use cases. It is also more cost effective by consolidating physical resources to reduce network congestion, power consumption and maintenance costs.



Banking, Finance & Insurance

72%

This is the jump in mobile banking usage in Europe during the COVID crisis, in just one week.

Source: Forrester

MARCH 2021

Date on which the European Sustainable Finance Disclosure Regulation came into force for asset management companies.

MEGATRENDS

The health crisis has accelerated the conversion of consumers to digital technology and encouraged uses such as online account opening and credit granting.

Since the Paris climate agreement, financial authorities have sought to redirect capital flows towards sustainable investments and integrate ESG criteria into risk management.

With the digital transformation now complete, the challenge for banks is to become the reference platform for online financial services. The Open Banking approach is essential to achieve this objective.

In parallel, after Basel III, financial institutions are concerned about SFDR compliance, where the collection, traceability and analysis of non-financial ESG data represent a real technological challenge.



Mass migration of applications to the Azure Cloud

One of the largest asset managers in France entrusted ALTEN with the development and maintenance of its 150 business line applications.

As part of this transnational project (with nearshore capacity in Romania), ALTEN is also supporting the migration of applications to the Microsoft Azure Cloud. The client was extremely satisfied with the level of expertise of ALTEN Engineers on this new technology.

These migrations have made it possible to achieve substantial gains in infrastructure costs, to improve the performance of applications and to optimise frontend-backend development procedures.



Retail, Media & Services

3,000

This is the number of data experts targeted by Carrefour in 2026, compared to 500 in 2021.

BUY NOW, PAY LATER

In one year, the integration rate of deferred payment has increased from 26% to 46% in the US retail sector.

Source: Forrester

MEGATRENDS

The pandemic has contributed to the massive adoption of new uses that will be retained by consumers: click & collect, contactless payment, express delivery, personal shopper, social selling, etc.

All brands are accelerating their digital transformation to provide a smooth, multi-channel client experience. This digitalisation now extends to internal and back-office processes.

The use of data is becoming essential for forecasting client demand, proposing personalised offers, making automated product selections, improving logistics flows and optimising prices.



Our client, an international leader in IT solutions for the travel and tourism industry, has signed a global contract with a European rail consortium. Thanks to a new GDS (Global Distribution System) platform, these operators will now be able to propose cross-selling offers combining rail and air travel, thus connecting the rail travel market to the air transport market.

The ALTEN software development center in Sophia is responsible for developing 50% of the modules of this online GDS platform, such as:

- ▶ the search engine;
- ▶ availability check;
- ▶ tariff calculation;
- ▶ after-sales service, etc.

This project mobilised 6 Scrum teams (Developers, data Engineers, etc.), used to working on **massively used applications**, often with a commitment to **zero service interruption**. The GDS is a mission-critical application capable of handling up to **10,000 transactions per second!**

4

NON-FINANCIAL PERFORMANCE STATEMENT

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LETTER FROM THE CHAIRMAN **GRI 102-14**

"Our corporate culture is based on fundamentals shared by all our employees:

- human capital development;
- engineering culture;
- the search for profitable and sustainable growth.

The world is facing an unprecedented crisis. Our international development and our position as leader in Engineering and IT Services accentuate our responsibility to all our stakeholders.

To meet their expectations, ALTEN relies on a sustainable development strategy initiated with the signing of the United Nations Global Compact. This four-pronged strategy is a lever for resilience in the face of the exceptional situation we are experiencing:

- a career-accelerating employer, through:
 - attractiveness,
 - loyalty,
 - talent development,
 - skills development,
 - mobility and career management,
 - security,
 - employee development,
 - the development of labour relations;

- a key player in sustainable innovation, through the support given to our clients, employees and students in developing sustainable innovative solutions;
- a responsible partner, uncompromising on the following topics:
 - information security,
 - business ethics,
 - responsible purchasing,
 - solidarity;
- a company committed to reducing its environmental footprint through:
 - reducing the energy consumption of its buildings and the use of renewable energy,
 - the promotion of green mobility,
 - responsible digital technology,
 - reasoned use of natural resources and waste reduction.

In 2022, we will continue to face new challenges. As Chairman and Chief Executive Officer of ALTEN, I affirm my commitment to carry on this approach in the Group's countries: the network of CSR referents makes it possible to capitalise on each other's initiatives, to share our common values, and to accelerate on key issues, such as climate change".

Simon AZOULAY,

Chairman and Chief Executive Officer of the ALTEN Group

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 teams cultivate the same sense of belonging to a technological environment based on:

- creativity;
- innovation;
- the search for solutions.

Sustainable growth

ALTEN is a financially solid company that is faithful to its commitments thanks to:

- the quality and rigour of its management;
- the quality of its teams;
- its rigorous management.

Human capital development

The Group's core commitments are the following:

- cultivate talent;
- enable individual development;
- develop expertise;
- provide a springboard for the future.

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 14001 certification obtained

2014

- "Advanced Level" awarded by the Global Compact

2015

- ISO 9001 certification obtained

2016

- ISO 27001 certification obtained

2017

- Creation of *ALTEN Solidaire*

2019

- *Syntec-Ingénierie* Climate Charter for Engineers signed

2020

- Achievement of "Platinum" status in the EcoVadis assessment

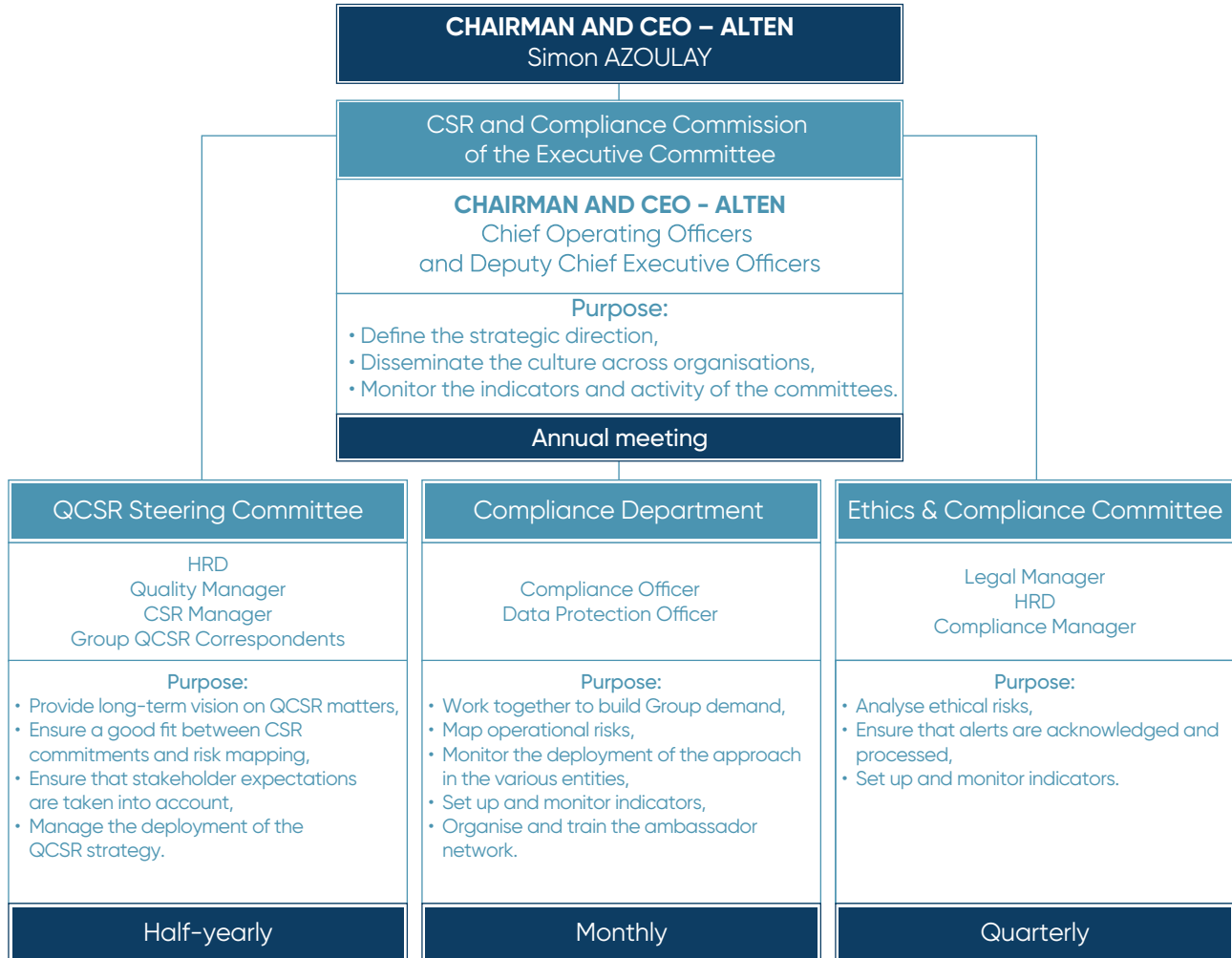
2021

- Signature of the Science-Based Targets Initiative commitment letter
- CDP Climate Change score of A-
- Jury's favourite at INR's Responsible Digital Technology Awards
- Signature of the Diversity Charter
- Signature of the *Syntec-Ingénierie* Diversity Charter
- Signature of the Planet TechCare manifesto

4.1 GOVERNANCE AND CSR STRATEGY

4.1.1 CSR GOVERNANCE GRI 102-18

The ALTEN Group’s CSR governance is based on several committees and a CSR and Compliance Commission, created within the Executive Committee. This CSR and Compliance Committee validates the proposals of the Quality – Group CSR and Ethics and Compliance Steering Committees, and monitors the implementation of Compliance projects in the Group.



The CSR team manages the dedicated approach across the Group thanks to a network of correspondents within subsidiaries. Reporting to the Quality and Performance Department, it aims to:

- develop, 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;
- civil society;
- the regions where the Group operates.

To maintain a CSR strategy that corresponds to its challenges, ALTEN engages in dialogue with its stakeholders:

Level 1

**Employees,
ALTEN's true ambassadors**

Interaction(s):

- suggestion box in France;
- events;
- internal communications;
- satisfaction surveys.

**Clients,
drivers of research and innovation**

Interaction(s):

- business and technical dialogue;
- Client questionnaires.

**Students and young graduates,
future employees with high added value**

Interaction(s):

- intervention in universities;
- participation in trade fairs;
- sponsorship and student challenges;
- social media;
- candidate satisfaction survey.

**Schools and universities,
partners to nurture careers**

Interaction(s):

- intervention in universities;
- school/university partnerships.

4

Level 2

**Associations promoting scientific occupations,
revealing tomorrow's potential**

Interaction(s):

- participation in events to promote scientific careers.

**Shareholders,
support for development**

Interaction(s):

- General 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 labour relations**

Interaction(s):

- staff representative bodies.

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

Interaction(s):

- non-financial performance questionnaires.

Level 3

Professional bodies, industry advocates

Interaction(s):

- publications;
- physical or 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;
- organisations' websites.

Competitors, competitors that encourage others to excel

Interaction(s):

- annual publications;
- conferences;
- events.

Partner associations, people upholding ALTEN's commitment

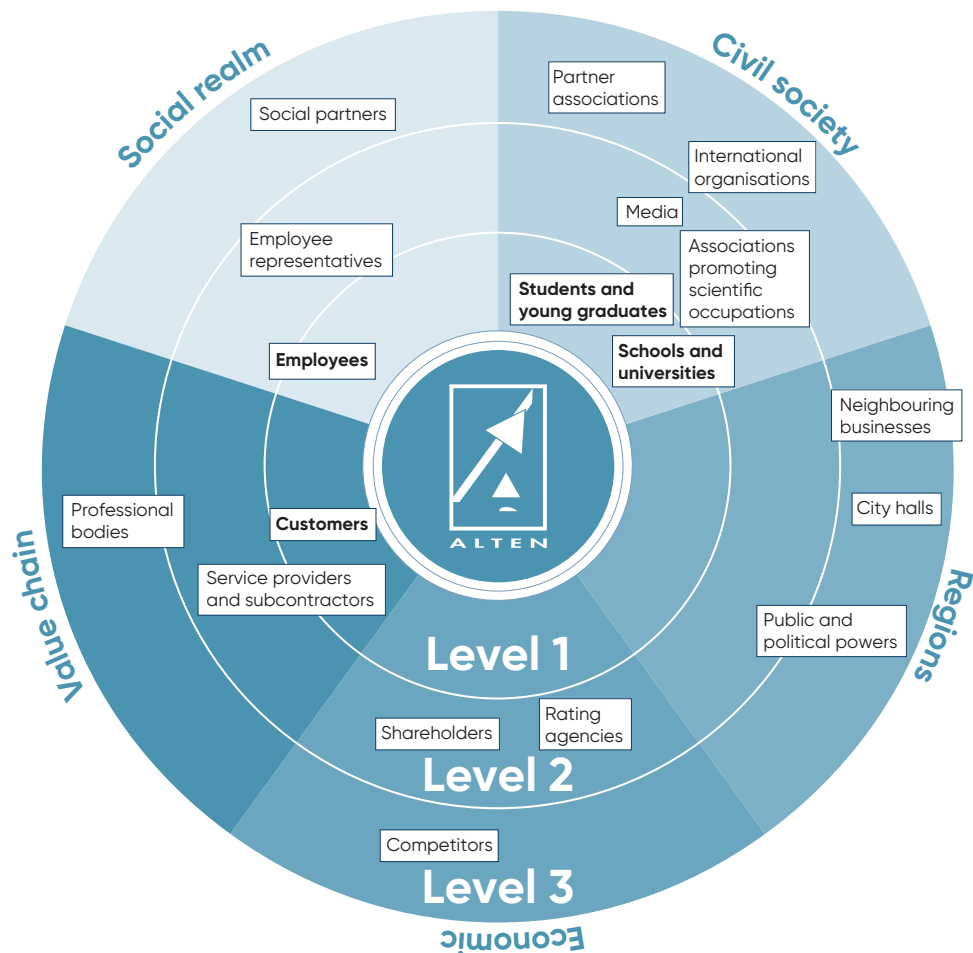
Interaction(s):

- skills sponsorship;
- events.

Social partners, guarantors of social negotiations

Interaction(s):

- meetings of trade unions and employers' organisations.



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

A carefully considered sustainable development strategy respects the Group’s values and foundations. It must be aligned with its challenges and the expectations of its stakeholders.

The ALTEN Group’s materiality analysis complies with the principles of the Global Reporting Initiative (GRI).

Issues are “material” if they can:

- affect the Company’s short-term performance;
- determine its ability to achieve its strategic objectives;
- match the best practices in its sector;

- affect stakeholder behaviour;
- reflect the evolution of the Group.

This analysis, conducted since 2015, was updated in 2021 on the basis of interviews with stakeholders conducted internally and externally, but also on the basis of client CSR requests and sectoral analyses.

Following this analysis, the issues below have been selected as material ESG issues for the Group.

Environment	Social	Governance
Environmental footprint	Labour relations	Client satisfaction*
Contribution to the success of client CSR strategies	Diversity and equal opportunities*	Corporate governance*
Green mobility	Skills development	Information Systems Security and data protection*
Responsible Digital Technology	Talent attraction and retention	Business ethics and compliance*
	Health and safety in the workplace	Innovation
	Well-being at work	Promotion and feminisation of the Engineering professions
		Responsible purchasing
		Dialogue with local stakeholders
		Solidarity

* The issues identified by an asterisk are the most important issues both for ALTEN’s activity and for its stakeholders.

This study made it possible to refocus ALTEN’s CSR strategy around four main priority areas:

- a career-accelerating employer;
- a stimulator of innovation;
- a responsible partner;
- a company committed to the environment.



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

The ALTEN Group has reviewed its main non-financial risks⁽¹⁾ from:

- the analysis of their materiality;
- their relevance;
- the severity of their issues related to financial risk analysis.

Internal departments⁽²⁾ worked with an external consulting firm. Together, they identified, prioritised and defined the main non-financial risks.

To do this, they compared:

- the business model;
- the Group's materiality matrix;
- non-financial topics⁽³⁾.

They assessed the impact of each risk on the Group's activity and stakeholders. They also determined the probability of occurrence of the risks to measure their final impact.

This step made it possible to extract **eight non-financial risks**, which were then associated with the issues in the materiality matrix. This made it possible to verify the consistency of the Group's approach and maximise client satisfaction.

1/ Talent recruitment and retention

The quality and productivity requirements of ALTEN's clients are constantly increasing in a context of strong commitment. The Group's success could be affected by the difficulty of attracting and retaining talent.

The attraction policy is supported by a retention plan that places ALTEN among the leaders in the employment market.

Employee recruitment and retention strategy is described in Sections 4.2.3 – "Attracting talent" and 4.2.4 – "Retain talent".

Material ESG issues related to this risk:

- diversity and equal opportunities;
- talent attraction and retention;
- outreach and feminisation of the Engineering professions;
- labour relations.

2/ Expertise and skills

ALTEN is positioned as a catalyst for innovation for its clients and employees. A lack of expertise and skill in supporting the clients would heavily penalise the Group.

Faced with this risk, ALTEN's skills development programme helps each employee to maintain or enhance their employability. At the same time, the Innovation Department develops innovative and sustainable solutions, shared with clients.

The Group's actions are described:

- in Section 4.2.5 "Career management, internal mobility and training";
- in Chapter 1, Section 1.5.3 "ALTEN Innovation: a step ahead with SMART DIGITAL".

Material ESG issues related to this risk:

- skills development;
- innovation.

3/ Health and safety in the workplace

Health and safety in the workplace is a key responsibility for ALTEN. They help to optimise the working conditions of its employees.

To control the risk of deteriorating working conditions, ALTEN has implemented a health and safety prevention and protection approach. It is based on regulations, standards and strict internal guidelines.

The Group's approach is set out in Section 4.2.7 – "Health and Safety in the Workplace".

Material ESG issues related to this risk:

- health and safety in the workplace;
- well-being at work.

4/ Security of the IT systems

Information security and cybersecurity are major strategic issues for the Group. The risks related to its Information Systems Security system are a threat to its operations and clients.

The Group has defined an Information Systems Security policy and set up the associated management system.

Its approach is described in Section 4.3.3 "Information Systems Security".

Material ESG issues related to this risk:

- Information Systems Security and data protection.

5/ The Ethics Charter and compliance with regulations

ALTEN promotes integrity and ensures compliance with laws and regulations. However, the Group may be exposed to the risk of breaching its Ethics Charter or regulations. It has therefore strengthened its internal transparency and anti-corruption procedures, in accordance with the Sapin II law.

The actions implemented by the Legal Department are detailed in Section 4.3.2 "Ethics and compliance".

Material ESG issues related to this risk:

- business ethics and compliance.

(1) In accordance with Articles L. 225-102-1, L. 22-10-36 and R. 22-10-29 of the French Commercial Code.

(2) The Quality and Performance Department, the Legal Department, the Communications Department and the Human Resources Department.

(3) Article R. 225-105 of the French Commercial Code.

6/ Dialogue with local stakeholders

The Group's values commit it to:

- contribute to the development of the regions where it operates;
- support solidarity programmes;
- innovate for society.

Inadequate responsiveness and dialogue can affect ALTEN's attractiveness.

The Group has created a skills-based sponsorship programme in France. All ALTEN entities can participate. It carries out numerous sponsorship activities in the Group's various entities.

Details are set out in Section 4.3.6 – "Regional solidarity".

Material ESG issues related to this risk:

- dialogue with local stakeholders;
- solidarity.

7/ Human rights and environmental damage involving suppliers and subcontractors

The Group must be vigilant over the activities of its suppliers and subcontractors. It must be involved in the sustainable development of its partners. The risk would be to use suppliers or subcontractors with a lower level of CSR requirements than its own.

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

Material ESG issues related to this risk:

- responsible purchasing.

8/ Climate change

ALTEN is a leader in Engineering and IT Services. A lack of adaptation to the consequences of climate change represents a risk to its success. ALTEN must sustainably control and reduce its environmental footprint and adapt its offering.

ALTEN has integrated environmental management into its quality management. The Group is rated A- by CDP Climate Change. The fight against climate change also provides opportunities for its activity.

ALTEN's policy and plan to reduce its emissions are described in Section 4.4 "Reducing the Group's environmental footprint".

Material ESG issues related to this risk:

- environmental footprint;
- green mobility;
- responsible digital technology;
- contribution to the success of client CSR strategies.

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®	<ul style="list-style-type: none"> • Label awarded to ALTEN by the <i>Top Employers Institute</i> for the tenth consecutive year; • Rewards companies for their HR policy and the Group's human investments to be a benchmark employer; • Other entities certified in 2021: <ul style="list-style-type: none"> – ALTEN Spain, – ALTEN Italia, – ALTEN GmbH, – MI-GSO.
EcoVadis rating	<ul style="list-style-type: none"> • ALTEN Practice Responsibility Assessment renewed in 2021, after 12 years of voluntary assessment; • Group Sustainable Development approach rated 80/100; • Awarded the Platinum medal: <ul style="list-style-type: none"> – highest EcoVadis award, – distinguishes the top 1% of the world's best-performing companies.

Management system certifications	<p>International standards are strategic tools and guidelines. Their integration into the company's management system ensures its optimal efficiency.</p> <p>ALTEN's main certifications:</p> <ul style="list-style-type: none"> ● ISO 9001 and EN 9100: Quality management system in the Aeronautics sector; ● ISO 14001: Environmental performance management; ● ISO 27001: Information security management since 2012 for ALTEN France. <p>The following are also certified:</p> <ul style="list-style-type: none"> ● ALTEN India; ● HUBSAN; ● ALTEN Spain; ● ALTEN Sverige; ● ALTEN GmbH; ● ALTEN Italia; ● LINCOLN; ● TECHaLTEN Portugal; ● MI-GSO; ● PCubed UK.
Health & Safety certifications	<p>Certifications attesting to the efforts made and successes achieved through ALTEN's health and safety management system⁽¹⁾:</p> <ul style="list-style-type: none"> ● MASE, Company Safety Improvement Manual: since 2008; ● CEFRI, French Committee for the Certification of Companies for the Training and Monitoring of Personnel Working with Ionising Radiation: since 2007; ● ISO 45001 for ALTEN Spain.
Global Compact	<p>Commitment and success of ALTEN's progress reaffirmed in terms of sustainable development:</p> <ul style="list-style-type: none"> ● membership of the United Nations Global Compact since 2010; ● renewal of the Advanced award for Communication on Progress (COP).
CDP	A- rating in recognition of climate initiatives
Universum	ALTEN is ranked 91 st in the Engineering category
Gaïa	<p>ALTEN's participation in the Gaïa Rating for the seventh consecutive year with a score of 84/100 attesting to:</p> <ul style="list-style-type: none"> ● efforts in favour of the environment; ● the social commitment of governance.
CMMI	<p>The CMMI-SVC[®], Capability Maturity Model and Integration – Services assessment reinforces ALTEN's position as a world leader in the implementation of complex projects, supported by:</p> <ul style="list-style-type: none"> ● a high level of expertise; ● and the implementation of development processes. <p>ALTEN achieved Level 3, which is the highest level of maturity reached in France, all sectors combined.</p>
Responsible Digital Technology Awards	ALTEN won the "Jury's Favourite" award in the "Organisational Strategy and Responsible Digital Technology" category. Organised by the <i>Institut du Numérique Responsable</i> , these awards recognise the implementation of initiatives for a more ecological and inclusive digital environment.

(1) These certifications show the desire for a continuous improvement approach in the HSE areas.

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 established a dynamic human capital management policy. This policy makes it possible to meet the CSR challenges identified in the materiality study. This policy is rolled out on the following priority areas:

- talent attraction and retention;
- skills development;
- diversity and equal opportunities;
- health and safety in the workplace;
- 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 31,603 employees at 31 December 2021. In France, there are 11,757 employees.

	Number of women in the headcount	Number of men in the headcount	Total 2020	Total 2021
France	3,423	8,334	10,905	11,757
Germany	484	1,736	2,247	2,220
Belgium	223	482	746	705
Spain	612	2,013	2,310	2,625
Italy	743	2,218	1,903	2,961
Sweden	354	934	1,228	1,288
India	692	2,603	2,076	3,295
The Netherlands	183	955	974	1,138
China	394	561	752	955
USA	176	266	387	442
UK	188	899	826	1,087
Morocco	519	444	803	963
Portugal	58	111	107	169
Finland	115	358	488	473
Switzerland	91	349	408	440
Qatar	8	71	72	79
Poland	190	182	NC	372
Romania	238	396	NC	634
TOTAL	28%	72%	26,232	31,603

In France, the average age of employees is 32.

In the Group, 60% of employees are between 25 and 34 years old; employees break down into the following age brackets in the Group's CSR scope:

	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 31/12/2021	11%	20%	60%	9%

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 Functions	9%

90% of employees within the CSR scope have permanent contracts:

Percentage of permanent employees	90%
• Percentage of temporary employees	9.6%
• Percentage of employees on apprenticeship and vocational training contracts	0.4%

In 2021, the part-time headcount represented 1% of employees in France.

4.2.3 ATTRACTING TALENT

The recruitment dynamic operates through a demanding skills analysis process. It enables the identification and recruitment of high-level profiles. The Group's teams of Consultant-Engineers have access to the largest technological projects in the following sectors:

- Aeronautics;
- Space;
- Defense & Naval;
- Automotive;
- Rail;
- Energy;
- Life Sciences;
- Telecoms & Media;
- Finance & Services.

The Group therefore attaches great importance to the technical expertise, knowledge of the business sectors and the know-how of its Engineers. They must be able to adapt to rapidly changing environments:

- in France, ALTEN is strongly committed to students to attract the best talent;
- a recruitment team supports the Group's international growth, where ALTEN generates 65% of its revenue.

In 2021, there was a strong resumption of recruitment and face-to-face interventions in the Engineering schools where in 2020 the events were held remotely.

1/ Internal systems

A. Co-optation

Internal co-optation encourages and rewards the referral of applications by employees. In 2021, it resulted in the recruitment of 295 employees in France.

B. ALUMNI Ambassadors

Many of our Engineers and Managers are involved with their home schools for courses, tutorials, conferences and skills sponsorship. The ALTEN Group is proud to see its employees share its 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 2021, ALTEN took part in nearly 100 fairs and forums (physical or digital) in France and Europe.

In addition, ALTEN France is a partner of 31 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 priority areas:

- strengthen and boost its exchanges with the administrations of the target schools by involving ALTEN Business Directors (called Top Ambassadors). 25 ALTEN 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 a dozen employees to work with students in schools. ALTEN has developed a 100% digital platform, ALTENcampus.fr, to support student projects through sponsorship and allow all students to develop their soft skills by taking advantage of e-learning modules provided by ALTEN trainers;
- as a premium partner of the National Confederation of Junior-Enterprises (CNJE) since 2011, ALTEN communicates with 200 business schools, Engineering schools and universities. ALTEN's commitment is reflected in the presence of its teams at all CNJE meetings (including the 2021 Winter National Congress in Seignosse, which brought together more than 1,000 junior entrepreneurs) as well as participation in:
 - the jury of the *Prix d'Excellence* which rewards the best Junior-Enterprise,

- the Best Engineering Study Award,
- the Business Development Challenge Award.

ALTEN goes even further by establishing enhanced partnerships with some 32 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 2021, more than 1,700 students attended these courses online or in person.

B. ALTEN Campus platform

During the health crisis, ALTEN launched the free platform ALTEncampus.fr to maintain links with students. It is the first digital interface dedicated to:

- students;
- Engineering schools;
- business schools;
- technological universities;
- non-profit organisations;
- junior enterprises.

ALTEN is thereby reaffirming its position as a partner to students and their projects, by offering content that complements their curricula. The site presents the Group's partnerships and internship and work-study programmes. It offers e-learning modules certified by ALTEN and regular live conferences on three areas:

- soft skills;
- tech skills;
- innovation trends.

The objective is to give students the keys to develop their skills, set up an associative or entrepreneurial project and to launch into professional life.

In 2021, ALTEN organised the first edition of its Students Week, aimed at students from its target schools. The programme included training on interview pitches, building a professional network, stress and time management, and a live cooking session hosted by a pastry chef.

International initiatives and specialist subsidiaries:

- **LINCOLN:** the LINCOLN teams carried out simulated interviews for Centrale – Supelec students. These discussions were carried out under the actual conditions of a remote interview and were followed by a live debriefing with advice on CV writing, interview posture and presentation methodology;
- **ALTEN Switzerland:** The Aerospace Engineers were able to accompany a group of students to work on the construction of a space rocket;

- **ALTEN Sverige:** Once again recognised as Career Company 2021 – **ALTEN Sverige** is among the 100 companies in Sweden that offer the best development opportunities for students and young professionals;

- **ALTEN Netherlands and ALTEN Italia:** Privileged partnerships with numerous universities and schools across the country.

3/ An attractive employer on social media

The Group is keen to encourage projection within the Group. It continues to strengthen its visibility on social media:

- highlighting business expertise;
- profiles and interviews of Consultant-Engineers, etc.;
- promotion of CSR commitments;
- sharing the internal life of the Company;
- relaying the Group's news.

ALTEN has active LinkedIn, Twitter, Facebook, Instagram, YouTube and Glassdoor accounts. Its popularity on LinkedIn continued to grow, reaching more than 385,350 subscribers in December 2021.

In 2021, ALTEN achieved a notable performance in the Online Talent Communication Potential Park France ranking. The Group ranks ninth, rewarding the investments and projects deployed in the health context. The Potential Park ranking is based on a survey of nearly 300 criteria on companies' digital recruitment strategies. The ranking is based on several categories: career site, online application process, social media and mobile experience.

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

ALTEN continues its actions to promote Engineering, scientific and technical professions among young people, starting at secondary school.

ALTEN partner of the Union des Professeurs de Sciences et Techniques Industrielles (UPSTI)

ALTEN continued to support UPSTI in its actions adapted to the health context. The association's network brings together more than 700 teachers passionate about education, technology and digital sciences as well as companies and industrial partners. Its aim is to train the Engineers of tomorrow and promote the talents of young people in the fields of Engineering and computer science.

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

Je filme le métier qui me plaît is a competition for secondary school pupils and students. The aim of the competition is to showcase different professions in a 3-minute video. The competition is sponsored by prestigious "ambassadors of the arts" such as the actor Jean Dujardin, the journalist Tina Kieffer, the Director Costa-Gavras, and even Jean Reno, President of the 2021 edition.

ALTEN has been a loyal partner of the competition for four years. The Group sponsors the "Engineers in the Spotlight" category and in 2021 rewarded a team of high school students for their film "The New Guardians" presenting the issues surrounding cybersecurity.

ALTEN is also committed to increasing the number of women in scientific and technical professions. The Group is developing a number of actions to raise awareness of these courses among

young women. These commitments to increasing the number of women in scientific professions 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. Since 2018, it has been pursuing a loyalty plan in France aimed at:

- strengthening the quality of management by placing the monitoring and management of the careers of Consultant-Engineers at the heart of the training of Business Managers;

- strengthening the satisfaction of consultants through monthly quality surveys: consultants are invited to assess their satisfaction on the following points:

Subject:	Ratings obtained in 2020	Ratings obtained in 2021
Relationship with ALTEN	3.04/4	3.22/4
Interest of the missions	3.05/4	3.25/4
Working environment	3.09/4	3.29/4

The results are reported to the department Directors to ensure the satisfaction of the teams.

The integration and follow-up of employees has also been strengthened. Consultants are invited to an onboarding event in the month following their arrival.

Departmental Directors and Career Mission Managers lead the event. It aims to introduce the ALTEN Group to new arrivals and to create links between them.

The integration process for Consultants has been reviewed. A 5-step online process allows regular meetings between Consultants and Managers in the first year.

ALTEN also offers its Engineers the opportunity to become involved in other ways in addition to client assignments, through the following roles:

- **Site Leader:** A Site Leader Consultant ensures team cohesion between Consultant-Engineers on the same client site; 97 Site Leaders cover our Technical Assistance activities on as many client sites;
- **Campus Manager Engineer:** a Campus Manager Engineer represents his or her school. This programme was revived to strengthen relations with schools and activities with Alumni; 20 Campus Manager Engineers drove our relationships with Schools in 2021;
- **Training Engineer:** this role was created within AMPLIFY Engineers, for those who want to become a trainer. AMPLIFY Engineers is an internal training organisation dedicated to Consultant-Engineers. It is launched with the help of Engineers responsible for producing educational content and delivering in-house training. To date, 15 trainers are providing the first training courses, and as the catalogue is regularly enriched. The number of trainers will increase gradually;
- **Specialist:** this role was created to promote and leverage the expertise of Engineers in technical, scientific or functional areas representing strategic challenges. 140 Specialists represent 15 families of specialities spread over 60 fields.

Digital conferences "Chronicles of Specialists" were created in 2020. A Specialist presents his or her area of expertise for one

hour. Open to all Engineers, they should enable the sharing of knowledge and strengthen the link between employees.

In 2021, eight columns were organised on topics such as:

- inertial units;
- fibre optics;
- Devops;
- SIA/Powertrain return;
- Advanced Product Quality Planning (APQP) at Airbus.

Lastly, ALTEN's Yammer social network brings together more than 17,000 members across Europe through more than 150 technical and recreational communities. In 2021, ALTEN Tribes were launched with the objective of bringing together and animating the Technical Communities on a national scale through regular events, mainly digital to facilitate their organisation and running.

The ALTEN Awards and the "Our employees have talent" programme round out this skills development.

The **ALTEN Awards** enhance the value of employees. The 6th edition of the competition, open to applications in 2021, will take place in 2022. The ALTEN Awards reward the involvement and outstanding performance of Consultant-Engineers in eight categories:

- ALTEN Award for a Project Manager of a Structured Project;
- Innovation Award;
- Award for Contribution to Corporate Development;
- Most Promising Start Award;
- Award for Site Leader of the Year;
- Commitment Award;
- Specialist Award;
- Jury Special Award.

After receiving the applications, the winners are announced at a ceremony in the presence of Simon AZOULAY, Chairman and Chief Executive Officer of the ALTEN Group.

International initiatives and specialist subsidiaries

- **CPRIME INC** received the label Great Place to Work and is included in the TOP 20 of the best-rated small and medium-sized companies in its business sector;
- **LINCOLN** also received this label;
- **ALTEN GmbH and ALTEN SW GmbH** received the awards Top Company and Open Company. The awards are presented by the German rating platform Kununu, which assesses the attractiveness of the employer *via* a voting index of employees and applicants.

2/ Labour relations

ALTEN maintains regular labour relations with its social partners to foster constructive and value-creating relationships. In this way, the Group promotes the performance of the company and the protection of its employees.

In France, 45 CSSCT meetings and 63 SEC meetings were held in 2021.

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 dynamic Human Resources management that promotes career diversity and skills development. The internal organisation adapts to the expectations of Consultant-Engineers, Business Managers and Support Functions.

On the **Consultant-Engineers** side, the Engineering Careers Department and the Careers Officers define internal processes. The Business Managers, in charge of Engineers, deploy and monitor these processes.

For example, the Annual Appraisal helps to build development and career plans by identifying:

- skills acquired;
- the skills to be developed;
- training needs.

A system meets Engineers' requests for geographical mobility. It also promotes internal mobility between the Group's entities and functions.

On the **Business Managers** side, the half-yearly Career Committees bringing together the Operations Managers enable them to review the performance achieved. The following are studied:

- commercial results;
- recruitment and development results;
- compliance with processes;
- the quality of the follow-up.

Hierarchical changes, functional and geographical mobility are then decided. In addition, an annual appraisal campaign is held every year. It allows Business Managers to review the past year with their managers. Action plans are then drawn up to achieve the objectives set. Lastly, the AMPLIFY training paths are designed for Business Managers to acquire essential skills and expertise. Throughout their career they benefit from:

- individual support;
- assessment procedures;
- face-to-face theoretical courses or e-learning modules.

These measures reinforce learning in the field by targeting operational performance.

AMPLIFY training in France and Germany have been digitalised for health reasons. A new digital course in English and French was rolled out in France, the UK and Germany. It covers the

Group's IT offerings. In France and Germany, the "onboarding passport" offers newcomers the support of an experienced manager. The latter supervises them on certain key missions:

- business development;
- recruitment interviews;
- preparation of technical meetings;
- etc.

On the **Support Functions** side, the Career Management department has been implementing various performance and skills management processes for several years:

- 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;
- mobility follow-up interviews: meeting with the employee to get feedback on his or her mobility;
- 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.

More than 400 HR interviews were carried out in 2021 (+33% compared to 2019). This dynamism and the efficiency of our career processes have made it possible to fill more than one in three positions internally for Support Functions in 2021.

In 2022, Career Management has set itself the following objectives:

- digital transformation with the implementation of a new multi-domain HR tool (recruitment, career, training) has high added value for employees;
- support for our employees with even more frequent meetings with the Careers Department.

In total, in 2021, 89% of employees in France had an annual appraisal, as did 81% of the Group headcount.

International initiatives and specialist subsidiaries

ALTEN Belgium establishes committees to support the career development of Consultants. Operations Managers and representatives of the Technical Division and the Talent Development Department examine:

- performance;

- commitment;
- interactions with internal teams.

This review is both objective and fair and is conducted for all eligible Consultants.

MI-GSO, ALTEN GmbH, ALTEN SW GmbH, ALTEN Netherlands, ALTEN Finland and ALTEN Maroc facilitate the integration of newcomers by encouraging the sharing of expertise with more experienced consultants through sponsorship and mentoring programmes.

2/ Internal mobility

ALTEN offers the MyMOBILITY platform to strengthen internal mobility. It allows employees to:

- access the Group's offers;
- apply for jobs;
- create alerts for positions that match their aspirations.

Mobility can be vertical, horizontal or geographical.

Employees can acquire expertise and become a referent, or move into management. The ALTEN Group offers many opportunities for geographical mobility in France, abroad and in its subsidiaries. It thus supports its national and international development.

Internal mobility is based in particular on:

- skills development;
- the discovery of a new profession;
- training for new professions.

A new career boost, it allows employees to expand their network within the Company. Indeed, the departments are working more and more in synergy. It also contributes to the performance and development of the Company. It builds bridges between departments and services.

In 2021, in France, 539 people completed a move, totalling 687 Group-wide.

3/ Professional training

ALTEN is a player in a society that is constantly changing. Its training policy takes these changes into account and prepares for the challenges of tomorrow. Its main objective is to adapt skills to market needs and to support professional projects.

Each Group population has a dedicated training department:

- AMPLIFY Business Managers;
- AMPLIFY Support Functions;
- AMPLIFY Consultants.

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

In 2021, the Training teams worked in particular to:

- support new positions and professional transfers;

- build training programmes to run them remotely while maintaining quality;
- develop the offer proposed by our internal training centers.

For Business Managers

ALTEN has an in-house university dedicated to developing the skills of its Business Managers. The AMPLIFY Business Managers programmes support them in France and abroad throughout their development within the Group. Training takes place in English, French and German and is led by nearly 140 certified internal trainers, all Operations Managers within the ALTEN Group.

The AMPLIFY Business Managers programme offers:

- group courses based on an active pedagogy made of practical cases, simulations, role-plays;
- digital learning;
- tutoring courses and internal certifications to validate skills.

A total of 3 programmes are offered, with nearly 17 days of group learning, 10 days of individual learning and 2 digital courses which enable all Business Managers to acquire the skills and know-how that are essential to the operational performance of their job.

The AMPLIFY Business Managers courses are also provided in digital format. This makes it possible to maintain remote training and the deployment of new specific programmes.

For Engineers

In 2021, ALTEN rolled out its internal training academy, dedicated to Consultants.

The first programmes deployed concern the testing and agility professions and enable participants to obtain certifications recognised on the market.

The training offer is also completed by two internal courses for our population of specialists and our employees in project management situations.

In 2022, the focus will be on the deployment of career paths.

At the same time, the Training Departments dedicated to consultants will continue to roll out training to develop technical, business and soft skills.

For the Technical Division

The training offered for the Technical Divisions aims to:

- increase the skills of project stakeholders;
- disseminate common project management practices within the Group;
- deploy internal methodologies.

These training courses address 2 main priority areas essential to the success of ALTEN's projects:

1. technical (Work Packages Management – ALTEN methodology, financial management of a project, etc.);
2. managerial area: client relations, team management, communication, etc.

They are organised around 4 career paths that meet specific needs:

- Project Managers;
- Level 1 Project Managers;
- Level 2 Project Managers;
- Technical Directors.

These courses are composed of group or individual sessions (in the form of coaching), conducted in person or remotely.

This coaching totals 19 days of training.

For Support Functions

In 2021, the Support Functions Training Department continued to create and complete business onboarding courses, particularly for Engineer Recruiters and Sales Administration teams.

Career development and support courses (such as the Management course) are regularly challenged in order to offer quality training that meets the requirements of our employees and the Company.

The year 2021 was marked by the creation of different communities around the training professions in order to progress together and develop the skills of the teams. For example, the internal trainers' community, which has 25 members, focuses on creating a space for sharing and development.

Change in the number of people trained in France

● 2017	4,408
● 2018	5,431
● 2019	5,685
● 2020	4,571
● 2021	4,702

In 2020, the decrease in the number of employees trained is due to the disposal of certain entities in France. It is also due to the delay in adapting to digital training sessions in the health context. In 2021, there was once again an increase in the number of people trained.

International initiatives and specialist subsidiaries

LINCOLN: increases employee training capabilities to meet client expectations. Internal surveys monitor the quality of training organisations.

Training offered:

- train-the-trainer courses;
- technical certification courses: SAS, Dataiku, etc.;
- project management methodology training (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 implement professional training plans created for ALTEN employees but also for clients through 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.

ALTEN Maroc continues its policy of developing skills by diversifying its training offer while aligning itself with future development paths. In 2021, the rate of access to training was 64%, and this thanks to the multitude of training actions carried out at all levels of the organisation.

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 clients.

4.2.6 PROMOTING DIVERSITY

The Group places the promotion of diversity at the heart of its Human Resources policy. It aims to break down preconceived ideas about the Engineering profession and promote integration and inclusion. In France, ALTEN is a signatory of the Diversity Charter supported by the *Les Entreprises pour la Cité* network.

1/ Engineering is multicultural

Cultural diversity is a reality for the ALTEN Group. It is supported by the Group's international growth and mobility opportunities. In France, the workforce is comprised of 94 nationalities, and more than 100 nationalities are represented in the Group's overall headcount.

International initiatives and specialist subsidiaries

MI-GSO signs the Inclusive Culture commitment of the EW Group, a global leader in diversity, equity and inclusion consulting.

ALTEN Finland develops an Equality and Non-Discrimination Plan 2022–2024 which aims to encourage equality as well as to prevent all types of discrimination in the workplace.

CPRIME Inc. establishes an internal resource group, The Root Cause, to promote inclusion and social justice.

2/ Employment and integration of employees with disabilities

Each year, the ALTEN Group invests in the development of a policy for people with disabilities. It is committed to job retention and employee awareness. It ensures:

- assistance with administrative procedures;
- ergonomic adaptation of workstations;
- the Advice and Listening Service provided by the Disability Unit.

ALTEN is also strengthening support for employees with disabilities by:

- annual financial support for an adaptation or an external aid required as a result of an employee's disability;
- days of authorised leave for medical follow-up.

Raising awareness and communications with employees

The European Week for the Employment of People with Disabilities took place in November 2021. ALTEN proposed:

- a national digital awareness campaign via a quiz to discover invisible disabilities;
- encounters with the Paris Guide Dogs association in Île-de-France. This event enabled ALTEN employees to talk with a visually impaired person and a guide dog foster family.

In total, more than 450 participations in disability-related events were recorded in 2021.

ALTEN regularly communicates on its disability actions through several channels:

- internal newsletters, brochures or comics;
- the "ALTEN & Disability" community on the Yammer corporate social network;
- interactive content such as e-learning modules, serious game, e-book.

Recruitment

In 2021, ALTEN took part in an online recruitment fair specialising in the employment of people with disabilities.

Sponsorship, patronage and partnership

ALTEN sponsors and supports:

- a disabled fencing champion;
- a young disabled table tennis player.

Since 2014, ALTEN has been a partner of ASIPPH⁽¹⁾, which trains people with disabilities to promote their professional integration. As part of this, ALTEN helps fund training for young people with disabilities.

Digital accessibility

In 2021, ALTEN worked on making its websites accessible and published its Multi-Year Accessibility Plan. The latter sets out ALTEN's ambitions and objectives to make digital tools accessible to people with disabilities.

In 2022, ALTEN will continue its action on the following topics:

- continued accessibility of digital platforms;
- training of employees on the RGAA framework (General Accessibility Improvement Repository).

Employee training

Interactive training content is accessible to all employees on the intranet. It includes several features:

- e-book "Living with disability in the workplace";
- e-learning modules;
- FAQ.

Collaboration with the sheltered sector

ALTEN works closely with adapted companies:

- via co-contracting on certain client projects;
- as part of its purchasing.

This makes it possible to support and accompany adapted companies in specific sectors by providing the Group's know-how. ALTEN is committed to promoting the use of the sheltered and adapted sector as part of its external services. It is working to expand its panel of referenced suppliers from this sector.

International initiatives and specialist subsidiaries

- **ALTEN Italia** has been entrusting services (cleaning and installations) to companies specialising in the integration of people with disabilities since 2018. ALTEN Italia provides employees with digital content to raise awareness of disability at work;
- **ALTEN Netherlands** has all of its buildings accessible to people with disabilities.

Zoom on the partnership between ALTEN Spain and the Adecco Foundation

In Spain, ALTEN is very committed to the employment of people with disabilities, as demonstrated by its long-standing partnership with the Adecco Foundation.

Examples of projects developed by ALTEN Spain under this partnership:

1. Conferences on mental health

For several years, ALTEN has demonstrated its strong commitment to promoting and encouraging the integration of people with disabilities in the workplace. ALTEN's actions are related to speaking out and raising awareness.

2. Family volunteering days

Together with the Adecco Foundation, ALTEN is collaborating on a corporate volunteer programme for people with disabilities. The relatives of ALTEN employees are also invited to get involved and are thus made aware of the importance of including people with disabilities.

3. ABILITY WEEK 2021

Together with the Adecco Foundation, ALTEN has prepared various training and awareness-raising initiatives to facilitate the integration of people with disabilities in any environment, but above all in the workplace.

Actions include training in managing inclusive teams and the "Invisibles" campaign, which encourages all types of disability to be visible.

(1) Association for the education and professional integration of people with disabilities.

4. Inclusive environment

ALTEN strives to build an inclusive working environment. To this end, it conducts various training courses on inclusion and disability, with the goal of overcoming the stereotypes that hinder access to the labour market.

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 center. Even after a long period of inactivity, the Operational Preparation for Employment (POE) scheme supports, prepares and trains them. It allows them to be oriented towards specific and promising professions:

- cybersecurity;
- nuclear;
- naval.

Candidates can benefit from 399 hours of training to acquire the skills necessary for their integration.

ALTEN also supports the *Solidarité Nouvelles face au Chômage* association through its skills sponsorship programme.

4/ Engineering has no age limits

The average age of ALTEN employees on permanent contracts is 32 in France.

However, the expertise of more experienced employees allows us to capitalise on key knowledge and skills. A career management process is dedicated to them. It includes a second-phase career interview and privileged access to training.

As part of its skills sponsorship, ALTEN also offers assignments to senior Consultants. They can thus 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 who join its teams. The Group promotes the integration of many students in internships, apprenticeships or work-study programmes. This mainly concerns the Support Functions, which are more suited to this type of contract.

Each student is supervised by an ALTEN tutor, who is responsible for their integration and the smooth running of the assignment. The tutor passes on his or her knowledge to the student, who gradually acquires the skills linked to the training and to the future profession. For ALTEN, work-study is an opportunity to train employees in its business lines and to identify the best potential for future recruitment.

5/ Promoting engineering to women

High school students, interns, apprentices, employees, etc. Throughout their professional career, ALTEN strives to show women that the engineering profession is not just for men. The place of women in industry is a real issue for society.

In 2021, ALTEN signed the *Syntec-Ingénierie* Diversity Charter for Engineers. This signature testifies to the Group's desire to continue to make gender equality a lever to meet the challenges of the future.

ALTEN is committed to the following 4 priority areas:

1. take action to change the image of Engineering among young people and in particular young women;
2. ensure equal treatment of women and men throughout their careers;
3. promote a work-life balance for all;
4. encourage access for women to management positions, by developing upward mobility.

Regular monitoring of the commitments linked to the Charter will be carried out by *Syntec-Ingénierie*.

Furthermore, as the Group is a key player in the professional integration of young people, it is committed to raising awareness and convincing women to join the technical and scientific professions. Partnerships with associations such as *Elles Bougent* help guide female students. ALTEN is thus present as far upstream as possible, in secondary and high schools.

Situation within the Group

ALTEN promotes gender equality and wishes to increase the loyalty of its female employees.

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

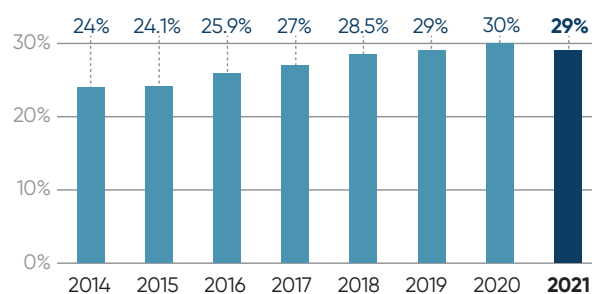
In France, ALTEN's agreement on professional gender equality sets out the company's objectives and indicators in the following areas:

- recruitment and job diversity;
- measures to close the gender pay gap;
- career progression;
- work-life balance.

With this agreement, ALTEN wishes to combat inequality and promote the importance of professional diversity within the Company.

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



(1) Not counting the Director representing employees

2021 gender equality index

Since 1 March 2019, French companies with more than 1,000 employees measure five indicators.

They publish their overall score according to the methodology of the gender equality index.

ALTEN SA obtained a score of 95/100.

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

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

ALTEN TECHNOLOGIES obtained a score of 88/100.

Women Pitch

ALTEN is keen to continue its actions to promote the feminisation of professions while adapting to the health context. The Group has therefore focused on the digitalisation of testimonials and created Women Pitch. This programme presents video pitches on the diversity of technical and scientific careers. The pitches are then broadcast 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. This is achieved through the power of personal testimony. The role models help deconstruct stereotypes and preconceived ideas about these professions, from a very young age. Every year since 2017, ALTEN has interviewed its Consultant-Engineers, in France and abroad, to highlight their career paths and their business expertise.

Elles Bougent

Too few young women choose science and engineering courses. They remain under-represented in the Engineering professions. ALTEN has been a partner of the *Elles Bougent* association since 2009. The Group is committed to encouraging vocations and thus increasing the proportion of young women in Engineering.

The *Elles Bougent* association broadcasts the testimonies of female mentors who are passionate about their jobs. It informs schoolgirls and students of the many opportunities offered by Engineering degrees. ALTEN's network of female mentors includes more than 100 female employees, Business Managers and Consultant-Engineers. This year, they continued to get involved with young women through remote awareness-raising activities.

International initiatives and specialist subsidiaries

LINCOLN obtained a score of 99/100 on the gender equality index.

ALTEN Switzerland and **ALTEN Spain** broadcast videos highlighting women Engineers on International Women's Day.

ALTEN Sverige 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. The Women@ALTEN community organises 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 is a priority for the ALTEN Group. They meet client, normative and regulatory requirements.

1/ FORCES policy

ALTEN's health and safety policy is centered on the acronym, FORCES, which aims to:

- Unite all stakeholders around a safety culture;
- Optimise employees' working conditions;
- Comply with normative, regulatory and client requirements;
- Capitalise on the Group's best practices to benefit all stakeholders;
- Committed to an HSE approach;
- Secure the working environment.

This approach is based on:

- risk prevention, by:
 - the identification of risks to which employees may be exposed,
 - raising employee awareness of these risks and the prevention and protection measures to be followed,
 - 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. The Health, Safety and Environment booklet is distributed to all employees as a reference on awareness-raising. In addition, ALTEN is a signatory of the Ministry of the Interior's "National Appeal of Companies for Road Safety";
- safety talks given by safety Engineers or Consultant-Engineers. They provide an opportunity to discuss health and safety issues with the Consultant-Engineers. In 2021, 1,880 employees attended talks in France;
- the provision of equipment, particularly in terms of personal protection. For example:
 - 100% of ALTEN sites are equipped with defibrillators in France,
 - all employees received COVID-19 kits;
- regulatory and standards monitoring, leading ALTEN to act as early as possible on safety regulations. ALTEN has developed a dedicated monitoring tool to keep abreast of regulatory changes.

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

The health context required the adaptation of a risk management protocol based on principles set out by the government. ALTEN has placed a Business Continuity Plan (BCP) at the heart of its health and safety prevention approach. The measures implemented focused on:

- risk assessment;
- the mapping of activities;
- the adaptation of activities to workstations;
- their adaptation to collective and individual prevention and protection measures.

The prevention approach has been formalised by updating the single occupational risk assessment document. It enabled the implementation of the Business Continuity Plan, which includes the following priority 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 health crisis context coordinating the processing of requests relating to the virus. It ensures that client 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,
 - Management of ALTEN premises: wearing of masks, layout, continuous cleaning, etc.;
 - this same unit ensures dialogue with employees *via* an e-mail 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 to ensure the required social distancing measures:
 - the closure of meeting rooms and lunch break areas when necessary,
 - separation of offices;
 - systems for regulating the flow of people in confined spaces:
 - stairs,
 - lifts,
 - corridors,
 - entrance halls;
 - the organisation of regular screening campaigns,

- setting up an infirmary to offer in-company vaccination to employees,
- permanent decontamination of premises by hydrogen peroxide diffused by the ventilation and air conditioning system;
- **focus area 4:** adapt travel where necessary through:
 - 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 devices:
 - posters,
 - e-mails,
 - intranet,
 - dedicated e-mail 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. They have enabled the ALTEN Group to continue to operate by constantly monitoring the incidence rate of the Group's sites.

3/ Assessments and certifications

In addition, ALTEN is involved in a voluntary MASE certification⁽¹⁾ process for its Lille, Villeurbanne and Vitrolles branches and a national ISO 45001 process. An HSE⁽²⁾ survey was sent to all branch employees to measure their knowledge of these subjects.

To measure its Health and Safety performance, ALTEN relies on:

- a risk management assessment questionnaire, designed by drawing on the ALTEN internal safety reference document, sent to the MASE scope. The assessment is positive, revealing a good knowledge of ALTEN's safety culture among employees;
- its risk mapping: 100% of at-risk sites were visited or audited in 2021.

4/ Absenteeism

The absenteeism rate is an aggregate of days of absence through sick leave and work or commuting accidents. In 2021 in France, it stood at 2%.

(1) MASE: Company Safety Improvement Manual.

(2) HSE: Health Safety Environment.

4.2.8 WORK-LIFE BALANCE

1/ Well-being

A cross-functional Quality of Life at Work Committee meets every month:

- the Communications Department;
- the Operational Human Resources Department;
- the Career Development Department (DCI);
- the Department for Development of Support Positions ("DDS").

It aims to introduce positive measures for the well-being of employees in the workplace.

The ALTEN Group is committed to this through a number of recurring and one-off actions in France and abroad:

- in France, a welcome handbook provides information on:
 - the Group's organisation,
 - its values and commitments,
 - career development opportunities;

This handbook improves employee integration by providing him or her with information that is essential for successful adaptation and faster onboarding;

- an e-learning module provides an understanding of the psychosocial risks associated with stress and moral harassment;
- in France, employees benefit from, for example:
 - monthly remote yoga and fitness classes,
 - recreational and technical conferences,
 - sporting and culinary challenges, etc.;
- a counselling and psychological support unit available seven days a week to prevent psychosocial risks.

2/ Work-life balance

The ALTEN Group is concerned about the work-life balance of employees. The internal sponsoring programme "Our employees have talent" resumed in 2021. It supports personal sporting, humanitarian, cultural or artistic passions and initiatives.

Employees can also get involved in projects that promote the feminisation of the Engineering professions. They can also work on skills sponsorship assignments with ALTEN Solidaire, with partner foundations and associations. ALTEN Solidaire's community initiatives are described in Section 4.3.6 – "Regional solidarity".

On the internal social network Yammer, numerous communities encourage meetings, exchanges and the sharing of good tips:

- in the technical field: IS Dev – Web & Mobile, Cybersecurity, Agile & DevOps;
- on Corporate matters: *Elles Bougent* mentors, ALTEN & Disability, Ecology and sustainable development;
- in the recreational sphere: E-sport, Gourmet, Runners.

International initiatives and specialist subsidiaries

ALTEN Switzerland provides numerous initiatives in its offices to improve the well-being of its employees, such as free fresh fruit every week, friendly spaces, anti-stress plants, etc.

ALTEN Italia encouraged its employees to participate in the Virtual Run from home and report the number of kilometres covered by the employees *via* a dedicated application. ALTEN Italia employees ran more than 700 km during this event.

ALTEN Finland regularly conducts well-being surveys to provide services that improve the quality of life of employees.

PCUBED organised several courses delivered by The Mental Health First Aid (MHFA). 50% of the headcount now has mental health certification from this organisation.

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:

- business ethics and compliance;
- Information Systems Security;
- responsible purchasing;
- duty of care plan;
- solidarity.

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 clients, 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 commitments to carry out and develop its activities in strict compliance with national and international laws and regulations are formalised in three founding documents, distributed internally and externally:

- the Ethics and Compliance Charter;
- the Sustainable Development Charter;
- 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 on corruption and influence peddling. 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 deploys its corruption prevention policy in accordance with the requirements of the Sapin II law⁽²⁾.

A compliance framework

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.

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 developed application guides:

- a handbook on conflicts of interest. It reminds employees of the Group's policy and of the behaviour to adopt when faced with this risk;
- a gifts and hospitality policy. It recalls the guiding principles, provisions for authorisation and provides employees with recommendations for confronting potentially risky situations.

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.*

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. The whistleblowing system in place 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 (employees, clients, suppliers, etc.) 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. This system is directly accessible at <https://ALTEN.integrityline.com/> and is listed on the Group's institutional website. At the end of October 2021, the ALTEN Group's whistleblowing system had recorded 14,815 visits.

In addition, the update of ALTEN's intranet website in 2021 provided an opportunity to create a page dedicated to the Group's internal whistleblowing system.

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. This catalogue was updated in 2021 to better meet the Group's operational challenges. The risk mapping campaign conducted this year was also extended to new entities.

The Group's entities also continued, with the support of local management, to implement the measures recommended in the various action plans.

Procedures for assessing third parties

The Group has implemented procedures for assessing third parties (clients, suppliers, M&A targets, etc.) and has equipped itself with the tools (databases, etc.) required to carry out these evaluations. The assessment of a third party before establishing a business relationship is carried out in two steps:

- 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 level.

In addition, ALTEN has reviewed its contractual policy to systematically incorporate so-called "compliance" clauses in

its relationships with clients, suppliers and partners. This may trigger, as needed, compliance audits.

Finally, ALTEN systematically evaluates the targets of merger and acquisition operations, relying, if necessary, on the expertise of external firms. The compliance questionnaire sent to targets was updated in 2021.

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 programme 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 policy and is accompanied by a quiz.

In addition to raising awareness generally among employees, ambassadors continued to be trained in ethics and compliance in 2021 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.

The audits carried out by the Internal Audit Department in 2021 made it possible to verify the proper implementation of the Group's compliance programme in two entities identified in the audit programme.

Key performance indicators

	Key performance indicators	2020	2021	2022 Targets
Accessibility of the whistleblowing system	% of entities with access to the whistleblowing system	100%	100%	100%
E-learning module on the prevention of corruption ⁽¹⁾	% of employees trained in anti-corruption	51%	62%	80%

(1) For France, Germany and the United Kingdom.

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 coordinators.

The Group policy ensures uniformity of procedures and processes regarding protection of personal data within the Group. It is based on procedures, including:

- the procedure for managing new personal data processing;
- the procedure for handling complaints and exercising the rights of data subjects;

- the procedure for handling 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 directly 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.

Key performance indicators

	Key performance indicators	2021	2022 Targets
E-learning module on the protection of personal data ⁽¹⁾	% of employees trained in data protection	66%	75%
Requests to exercise rights ⁽²⁾	Number of requests to exercise rights processed	50	N/A
Breaches notified to data protection authorities ⁽²⁾	Number of data breaches notified to Data Protection Authorities	0	N/A

(1) Successfactors scope (France/United Kingdom).

(2) France scope.

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 assessment process for third parties, which was implemented as part of the anti-corruption programme, 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 2021, the ALTEN Group did not carry out any lobbying activity.

5/ Fiscal transparency

In line with the Group's strategy, its tax policy preserves its reputation and reduces its tax risks.

The Group adopts a responsible fiscal approach in its practices. Its efficient tax management model strictly complies with international laws and regulations.

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

- the prevalence of economic activity: the establishment in a country is based on the will to develop the best offer and the best service to national clients;
- fair taxation of operations: the Group rigorously applies national and international tax rules and pays taxes in each country;
- control of tax risks: the Group secures tax costs by:
 - the reliability of financial data,
 - documentation of tax options,
 - continuous improvement in the identification and management of tax risks within the Group.

The ALTEN Group has established a transfer pricing policy in accordance with the OECD principles. The Group keeps an eye on fair distribution between countries of its internal operating margins.

In accordance with its legal obligations, the Group has been conducting its country-by-country reporting since the 2017 financial year. It reports the breakdown of its profits, taxes and activities by tax jurisdiction.

The Group is not legally established in the non-cooperative states and regions defined by French and international law.

4.3.3 INFORMATION SYSTEMS SECURITY

Information security and cybersecurity are central strategic issues. ALTEN has integrated an ISO 27001 certified Information Security Management System (ISMS) into its processes.

Client satisfaction and risk management are paramount. The Group has therefore initiated an ISO 27001 certification process to deal with:

- changes in the consulting business lines;
- international business development;
- the increasing criticality of information.

The first step in this process was the recruitment of an Information System Security Officer. Led by Management, an ISS governance structure was set up in the form of a committee, which brings together:

- Executive Committee members;
- members of the Information Systems Department;
- the Information System Security Officer;
- the Quality and Performance Department.

It meets every six months to:

- ensure the achievement of objectives;

- analyse the control of ISS risks;
- define the action plan.

ALTEN has built the ISO 27001 requirements into its Quality, Security and Sustainable Development policy. ISO 27001 prescribes the measures necessary to ensure information security within an organisation. It also covers the functioning of the information security management system.

Transversal to the company, this approach aims to:

- 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 cyber-attack threats.

As part of this process, ALTEN Spain has been ISO 27001 certified since 2013. ALTEN France and ALTEN India followed in 2016, then ALTEN GmbH, HUBSAN in 2017 and LINCOLN in 2020.

In 2021, ALTEN Italia, TECHaLTEN Portugal and the MI-GSO subsidiary validated their ISO 27001 certification.

This certification rewards a strategy and work begun several years ago.

The ALTEN France Group has also developed e-learning training that is accessible and mandatory for everyone. It concerns Information Systems Security. It consists of role-playing and assessments, and raises awareness of all potential situations for employees. It also informs them about their rights and obligations. Since 2020, these e-learning modules have been supplemented by new materials in the form of cartoons. They help to understand best ISS practices in an entertaining way.

The Group has also created an intranet portal for Information Systems Security. Each employee will find:

- the IT Charter;
- security policy;
- access to dedicated e-learning modules;
- organisation;
- best practices;
- incident reporting, etc.

In the health context, information security developed projects aiming to:

- ensure compliance with the requirements;
- extend the scope of ISO 27001 certification;
- fight against cyber-attacks;
- secure 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 MAINTAINING A LASTING RELATIONSHIP WITH SUPPLIERS AND SUBCONTRACTORS

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

1/ Strengthening and standardising purchasing practices across the Group

2020–2023 purchasing policy and programme

ALTEN's purchasing policy is driven by the Group's Purchasing Department. It is based on 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 the management of risks of any type: financial, social, environmental, information security, ethics and compliance.

The Purchasing Department steers the deployment of the purchasing strategy in synergy with the Company's other departments. This strategy applies to all purchasing families and is part of a continuous improvement approach at 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 framework contracts;
- the application of the processes through the France document repository;
- the provision of financial and non-financial 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 Universal Declaration of Human Rights, the core conventions of the International Labour Organisation and the OECD Guidelines for Multinational Enterprises.

The Purchasing Department systematically incorporates the Responsible Purchasing Charter during consultations. It is also appended to the contracts. The Purchasing Department thus ensures the commitment of its suppliers to respect the principles and to 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").

Like the Responsible Purchasing Charter, the ALTEN Anti-Corruption Code of Conduct must be returned signed and attached to the CSR evaluation questionnaire.

Mapping of supplier CSR risks

The Purchasing Department has defined a risk map related to human rights, health, safety, the environment and corruption. The supplier's level of CSR risk is determined by its nature of activity.

CSR assessment of suppliers and the duty of care

During a call for tenders, all new suppliers are subject to an ethical and compliance analysis via the third-party evaluation procedure (see 4.3.2.1 "Prevention of corruption risks"). Suppliers also receive the supplier CSR questionnaire. In 2021, 20 suppliers received the questionnaire on this occasion.

At the same time, in accordance with the ALTEN Group's risk analysis, suppliers with a high level of CSR risk must demonstrate their level of control over the issues in their activity and value chain. A response to the questionnaire is required during the annual evaluation campaign. 21 suppliers responded to the CSR questionnaire during the 2021 campaign.

In total in 2021, 48% of suppliers who responded to the CSR questionnaire received a satisfactory score. Of these, 16 suppliers had an EcoVadis score above 49/100.

ALTEN works with suppliers whose performance is rated as weak or average. In this case, the answers to the questionnaire 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 within the allotted timeframe.

In 2021, 10 suppliers were identified with average or poor performance. For these suppliers, an action plan was defined in consultation with ALTEN.

ALTEN adapts its assessment and takes into consideration the structure and size of partner companies, suppliers and subcontractors in its supply chain. Suppliers who have received a satisfactory assessment are encouraged to maintain or even develop their CSR procedures as part of a continuous improvement process and to have their performance assessed by independent third parties. ALTEN favours business relationships with its high-performance suppliers.

In 2022, ALTEN's ambition is to extend this CSR dialogue to all strategic suppliers.

Continuous improvement of responsible purchasing practices

As part of the continuous improvement of the Purchasing Department, ALTEN called on AFNOR to support the implementation of the ISO 20400 standard on responsible purchasing.

This support, along with a self-diagnosis, placed ALTEN's responsible purchasing practices at level 2 "progression" of AFNOR Certifications' AFAQ Responsible Purchasing standard.

In 2022, ALTEN's ambition is to implement the actions necessary to obtain level 3 "confirmed" AFAQ Responsible Purchasing.

4.3.5 DUTY OF CARE PLAN

ALTEN promotes:

- personal safety;
- sustainable development;
- respect for Human Rights;
- individual freedoms;
- ethics.

In 2010, the Group signed the Global Compact, formalising its commitment to Human Rights and the environment.

This commitment is applied operationally to all employees. It is reflected in the Group's CSR, ethics and compliance strategies.

1/ Risk mapping

The development of the various risk maps is carried out by:

- the Quality and Performance Department;
- the Legal Department;
- the Purchasing Department.

ALTEN first identified and then assessed the 3 types of risk related to:

- the Group's activities;
- the business sectors of its suppliers and subcontractors;
- the countries where ALTEN operates.

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 using a rating method. It takes into account:

- the frequency, determined according to the occurrence of the impact;
- the severity, indicating the level of impact on the host environment;
- stakeholder demands on the environmental aspect or impact. They are determined according to the requests of communities, associations, media, local residents, authorities, etc.;

- risk control is determined by the impact reduction actions taken and their effectiveness. This criterion also takes into account ALTEN's regulatory compliance.

ALTEN analyses social risk through the assessment of professional risks, including psychosocial risks. For each risk, the initial risk is cross-referenced with accident data and the degree of control. The residual risk calculated in this way is then ranked as follows:

- intolerable;
- substantial;
- average;
- controlled residual.

Finally, the ALTEN Group has developed a map to identify and prioritise corruption risks. It is described in Section 4.3.2.1 – "Preventing corruption risks".

For the activities of suppliers and subcontractors, the Purchasing Department mapped the risks related to:

- Human Rights;
- health and safety;
- the environment;
- corruption related to the suppliers' business sectors.

Suppliers are given the level of criticality of the services they perform.

Finally, ALTEN assesses the social and environmental risks of the countries where the Group's entities are located. For this purpose, external indices on the level of corruption and respect for political and civil rights are used. As ALTEN's activity is intellectual services, the environmental risk is considered low for all activities.

ALTEN has also set up a risk management system based on their overall mapping⁽¹⁾. This is based on the identification of the risks of the Group's subsidiaries and functions. They are grouped together in a catalogue of risks to be systematically assessed by the various Group departments (Group subsidiaries and functions).

2/ Tools to prevent serious harm

The ALTEN Group has several charters to govern its activities, those of its employees, suppliers and subcontractors.

The Ethics and Compliance Charter

The Ethics and Compliance Charter formalises the Group's commitments in its activities. It complies strictly with national and international laws and regulations, including those against corruption.

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

(1) See Chapter 2 "Risk factors and internal control".

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 Organization (ILO);
- the OECD guidelines for multinational enterprises.

The Sustainable Development Charter

It commits the ALTEN Group to promoting a CSR approach in its companies:

- act with integrity and ensure compliance with laws and regulations;
- promote:
 - skills development,
 - the social advancement of employees,
 - diversity and equal opportunities by combating discrimination;
- guarantee working conditions that respect fundamental rights and ensure:
 - security,
 - the health of its employees,
 - well-being in the workplace;
- sustainably reduce its impact on nature and biodiversity and promote “eco-gestures” among its employees;
- support clients in the development of solutions favourable to the environment;
- encourage employees to actively participate in responsible innovation;
- unite its clients, subcontractors and suppliers around its values and its commitment to sustainable development;
- support solidarity programmes linked 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 ALTEN Group suppliers and covers the following issues:

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

Signatory suppliers undertake to ensure that the principles of the charter are respected.

By a cascade effect, they must convey these provisions to their own suppliers. This also applies to countries that are not signatories to ILO conventions where they would 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 deploys policies and procedures to ensure compliance with its charters and to prevent their violation, particularly in the following areas:

- Human Rights and fundamental freedoms;
- personal health and safety;
- the environment.

These procedures are based on:

- labour relations;
- promoting diversity;
- FORCES policy.

Labour relations

ALTEN pursues a policy of dialogue with its social partners which is described in Section 4.2.4.2 – “Labour relations”.

Promoting diversity

ALTEN fights against discrimination and in favour of diversity. The Group has included these principles in its Sustainable Development Charter. Diversity is central to the Group’s Human Resources policy⁽¹⁾. To reinforce its commitment, the Group has signed the Diversity Charter and the Gender Charter for Engineers.

The Group’s principal actions address:

- gender equality, by retaining and promoting the ALTEN Group’s female Engineers;
- the fight against discrimination, particularly with regard to disability, by responding pragmatically to the problems of:
 - hiring,
 - job retention,
 - employee awareness;
- supporting younger and older employees;
- the integration of jobseekers or people undergoing retraining registered with the employment center as part of the Operational Preparation for Employment (POE) programme.

(1) See Section 4.2.6 “Promoting diversity”.

QHSE-SD-ISS policy: FORCES GRI 103-3

Each year, ALTEN's General Management reiterates its desire to maintain a reliable management system that satisfies all stakeholders. The ALTEN Group's QHSE-Sustainable Development-ISS policy is divided into six priority areas:

- 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 communicated to all new employees in the welcome handbook in France. It is posted in the premises.

To apply this policy, ALTEN's General Management has launched a performance approach based on Continuous Improvement. The integrated QHSE management system ensures:

- control of environmental impacts;
- client satisfaction;
- employee safety.

It complies with the guidelines:

- ISO 9001;
- ISO 14001;
- ISO 45001;
- EN 9100;
- CMMI;
- MASE;
- CEFRI;
- ISO 27001.

The Group's actions in terms of safety are described in the following Sections:

- 4.2.7 "Health and safety in the workplace";
- 4.3.3 "Information Systems Security";
- 4.4 "Reducing the Group's environmental footprint".

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 that its suppliers comply with the Responsible Purchasing Charter. It incorporates it into the specifications for calls for tender and into contracts.

ALTEN sends a CSR performance questionnaire to suppliers deemed priority following a CSR risk analysis of the sector. It enables them to assess their CSR performance. The Purchasing Department may initiate physical audits if the documentation presented is not satisfactory. The approach 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 2021, ALTEN Romania, ALTEN Polska, ATEXIS Spain and UNIWARE were included in the Group's CSR scope, which improves visibility of both the subsidiaries' CSR performance and CSR progress within the Group.

The results of the Plan on suppliers and subcontractors are detailed in Section 4.3.4.2 "Responsible Purchasing".

6/ Alert procedure

Internal and external stakeholders can submit a confidential and anonymous ethics alert on a secure platform:

- available 24/7 in all countries where the Group operates;
- meeting the requirements of the law on the duty of care of parent companies and ordering companies;
- accessible at <https://ALTEN.integrityline.com/>.

In 2021, no alerts were considered relevant in the framework of the Duty of care plan⁽¹⁾.

(1) 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 many of the Group's countries, ALTEN and its subsidiaries practice philanthropy initiatives in their host regions.

In France, ALTEN *Solidaire* helps general interest foundations and associations supporting causes with a social, medical or environmental impact. Since 2017, around 250 skills donations have been made.

In 5 years, skills sponsorship has represented more than 14,000 days of service for the benefit of more than 40 associative partners to whom we are committed.

In 2021 in France, skills sponsorship represented more than 2,600 days of work on assignments that dealt mainly with IT, operational and functional issues.

Engineers wishing to get involved on a personal level in grass-roots actions can also contact ALTEN *Solidaire*.

In 2021, as since the launch of ALTEN *Solidaire*, several major actions were carried out, including:

- solidarity drives, such as:
 - a Food Bank collection deployed on all French sites made it possible to offer more than 300 meals to families in need,
 - a challenge mobilising all employees for the Pink October & Movember campaigns, in favour of prevention and the fight against breast and prostate cancer. This sports challenge was made available to ALTEN employees and the donations were donated to these associations. At the same time, an awareness-raising conference given by the *Institut Curie* was offered to employees,
 - a collection for the CEKEDUBONHEUR association made it possible to finance more than 200 Christmas gifts. The gifts were distributed to hospitalised children under the age of one;
- helping associations on technical projects, such as:
 - *L'Armée du Salut*, for the logistical management of their donations,
 - *France Parrainages*, in the implementation of a web marketing automation project,
 - *Télécom Sans Frontières*, in the deployment of VBA tools,
 - *Phyto-Victimes*, in the deployment of a web application.

At the same time, since 2013, ALTEN has been developing IT partnerships with associations from various backgrounds:

- education;
- inclusion;
- professional reintegration.

ALTEN remasters its obsolete PCs in-house and equips them with in-house developed applications for:

- job search assistance;
- help with CV writing;
- and job interview preparation tutorials.

This equipment allows associations to offer computer training or access to PCs for job hunting.

Since 2013, more than 7,500 computers or IT equipment have been donated to some 40 associations (one-off assistance, follow-up of development projects for the beneficiaries).

International initiatives and specialist subsidiaries

ALTEN Finland raised funds, which were then donated to the Aamu Finnish Children Cancer Society for Christmas. With this donation, ALTEN Finland supports children's cancer research.

ALTEN Polska supports the *Maison de l'Enfant* by collecting money from all employees to provide necessary materials, such as refrigerators, umbrellas and clothes.

4.4 REDUCING THE GROUP'S ENVIRONMENTAL FOOTPRINT **GRI 103-3**

4.4.1 ENVIRONMENTAL CHALLENGES **GRI 103-1**

The Group encourages all its entities to cultivate a proactive environmental approach, based on a recognised standard or benchmark.

The Quality & Performance Department defines the Group's environmental policy. It aims at assisting the subsidiaries in identifying and implementing concrete actions concerning:

- building management;
- control of the carbon footprint;
- rational use of natural resources.

The General Resources Department is committed to implementing these policies at 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.

ALTEN is aware that its activities and sectors give it an indirect environmental responsibility to its clients. Thus, the Group is committed to developing innovative and sustainable solutions and to acting in favour of Responsible Digital Technology.

4.4.2 GROUP ORGANISATION FOR ENVIRONMENTAL MANAGEMENT **GRI 103-2**

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

Several French and international entities have initiated the voluntary process of certification of their environmental management system (EMS). In 2021, 79% of the headcount within

the CSR perimeter is covered by an EMS, including some entities that have been ISO 14001 certified in recent years:

- **ALTEN Spain**;
- **ALTEN GmbH** in Germany;
- **ALTEN Sverige**;
- **ALTEN SA, ALTEN SO** and **ALTEN SIR** in France.

4.4.3 EMPLOYEE AWARENESS

ALTEN involves its employees by relaying the highlights of Sustainable Development *via* communication campaigns. In France, awareness campaigns, activities and training, especially those developed as part of the ISO 14001 certification process, are organised regularly to promote eco-friendly gestures and facilitate their adoption.

International initiatives and specialist subsidiaries

ALTEN GmbH raises awareness among employees by publishing a monthly bulletin on how to reduce energy, water and paper consumption on boards and on the intranet. In addition, the teams set up a suggestion box through which employees are invited to contribute to improving the company's environmental orientation.

A Life Charter is displayed in all common areas and meeting rooms. A dedicated e-learning module also reminds us of best daily practices to respect others and the environment. In 2021, more than 63% of employees received training on eco-friendly actions *via* e-learning modules in France.

ALTEN Italia puts up 'best practice' signs in all common areas, with suggestions for improving their sustainable development approach.

ALTEN Netherlands and ALTEN Maroc regularly inform employees of upcoming CSR activities or good practices through posters and e-mails (safety, energy consumption, compliance with the state of health emergency).

4.4.4 REDUCING THE GROUP'S GREENHOUSE GAS EMISSIONS

1/ The Group's climate commitments

GRI 305-1 GRI 305-2 GRI 305-3

Since 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.

In 2021, ALTEN participated in the Global Compact's Climate Ambition Accelerator programme and signed the Initiative's commitment letter Science-Based Targets (SBTi).

The ALTEN Group has given itself 2 years to publish climate targets in line with the recommendations of the Science-Based Targets Initiative, and to realign its roadmap with these new targets. Between 2020 and 2025, ALTEN will focus on the following priority areas:

- promoting the use of renewable energy on its premises, with a target of 80% renewable energy by 2025 for the CSR scope;
- encouraging the energy efficiency of buildings;
- minimising the impact of IT facilities;
- supporting the transition to more gentle and sustainable forms of mobility;
- assessing suppliers and service providers on their carbon emissions and favouring suppliers committed to the climate;
- supporting and raising the awareness of international subsidiaries regarding their carbon trajectory.

2/ Breakdown of greenhouse gas emissions

Every year since 2019, ALTEN has updated the calculation of greenhouse gas emissions from all its activities in France and internationally. This assessment is carried out on the 3 scopes defined by the GHG Protocol:

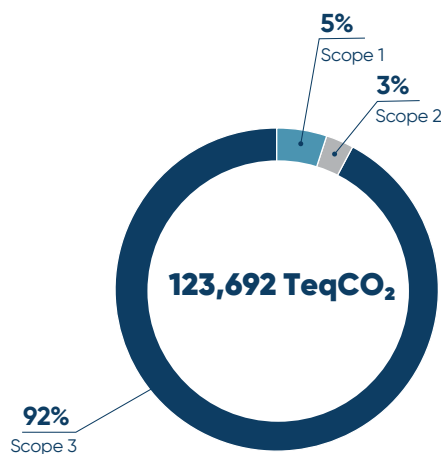
- scope 1: direct emissions mainly due to:
 - the use of fuels on site,
 - refrigerant leaks,
 - fuel combustion by the vehicle fleet;
- scope 2: indirect emissions caused by the purchase or production of electricity and steam;
- scope 3: all other indirect emissions, such as:
 - business travel,
 - employee meals,
 - purchases and services,
 - non-current assets.

The Group's greenhouse gas emissions had decreased significantly by 2020 due to the health context of COVID-19.

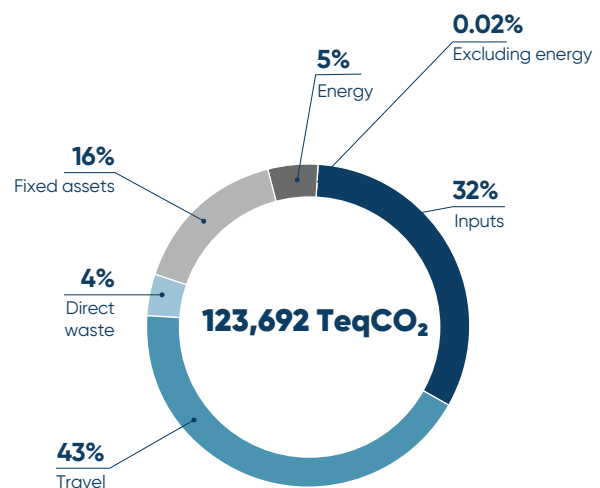
In 2021, the recovery in activity is reflected in an increase in greenhouse gas emissions. The total amount of greenhouse gases remains lower than that emitted in 2019, thanks to:

- a controlled increase in emissions related to business travel compared to 2020;
- the use of teleworking in several countries, which limits emissions related to commuting.

Group emissions by scope (TeqCO₂)



Group emissions by emission types (TeqCO₂)



The data have been rounded for clarity.

In 2021, the energy consumption of ALTEN sites within the CSR scope⁽¹⁾ was as follows:

	Gross consumption - 2021	Consumption per m ² - 2021
France	5,816 MWh	93.7 kWh/m ²
International	6,905 MWh	76.4 kWh/m ²
TOTAL	12,721 MWh	83.5 kWh/m²

Energy consumption for data centers used in France by ALTEN SA in 2021 amounted to 397 MWh. This is equivalent to 6.8% of the consumption of buildings in France.

In 2021, the CDP Climate Change assessed ALTEN's approach to combating climate change at level A-.

3/ Promoting renewable energy solutions

ALTEN promotes renewable energy solutions. In 2021, 68% of the energy consumed in buildings in France was from renewable sources. By 2022, ALTEN is committed to sourcing 100% of its energy from renewable sources at all its sites in France

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** and **ALTEN Spain** use renewable energies for more than 50% of their energy consumption;
- **ATEXIS Spain** uses 85% renewable energy.

4/ Encouraging energy efficiency in buildings

In France, the Group's real estate strategy is based on the creation of regional business clusters and on the modernisation of the real estate portfolio. The Group works with developers, architects and builders, from the design stage, allowing it to guarantee an environmental approach to buildings.

The 5 buildings recently integrated into the real estate portfolio have:

- BREEAM Very Good certifications;
- regional labels such as:
 - BBCA (Low Carbon Building),
 - BDM (Mediterranean Sustainable Buildings),
 - RT 2012 - 10%,
 - Ready to OsmoZ,
 - E+/C - ,
 - BBC-Effinergie 2017.

This choice to occupy efficient and more environmentally friendly buildings concerns many of the countries where the Group operates. In 2021, 47% of its buildings were certified to BBC (Low-Consumption Building) and/or HQE (High Environmental Quality) in France, compared to 38% in 2020.

ALTEN has decided to leave 5 non-certified sites in France in 2021, which accounted for 14% of electricity consumption, with the objective of reducing energy consumption.

International initiatives and specialist subsidiaries

- **ALTEN Belgium** has a building in Brussels certified by BREEAM International for its energy performance and sustainability.
- **ALTEN Switzerland** has a Minergie-certified building based in Lausanne.
- **ALTEN Spain** is LEED GOLD certified for its four buildings in Madrid.
- **ALTEN Finland** uses district heating, more than 50% of which is renewable.
- **ALTEN GmbH:** The Ulm site was designed with the building's energy requirements in mind, which are about half those of a similar new structure. The heating system is powered by photovoltaic panels and a heat pump. This 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

ALTEN has defined and implemented a Responsible Digital Strategy that covers all issues related to its activity.

Through its Responsible Digital Strategy, ALTEN intends to put its expertise at the service of its clients and the transition of the digital sector, rely on its Innovation Labs to develop the footprint measurement and eco-design solutions of tomorrow, and finally, optimise its own internal systems.

In 2021 ALTEN received the "Jury's Favourite" award in the Corporate Strategy category of the Responsible Digital Technology Awards organised by the *Institut du Numérique Responsable*.

ALTEN's Responsible Digital Strategy is based on the following 3 pillars:

- supporting its clients *via* an innovative framework for measuring the energy consumption of IT services. This framework is developed by ALTEN's Innovation Department teams in collaboration with the network of reference partners that ALTEN has built up in the footprint measurement and digital eco-design sector. ALTEN has defined an action plan to train its employees in digital eco-design and to share expertise internally *via* the Tribe Cloud, for example. In 2022, an e-learning module for consultants will complement the Green IT Guide shared with employees in 2020;

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

- providing its expertise for the transition of the digital sector by helping to improve the tools developed by its partners and by participating in external initiatives such as the AFNOR "Responsible Digital Services" working group. At the same time, ALTEN's Innovation Department is developing a measurement tool, presented in Section 4.4.4.7 "Sustainable Innovation";
- deploying the Responsible Digital Technology approach internally. ALTEN ISD is working to reduce its environmental footprint undertaken since 2013 with ISO 14001 certification.

Thus, the ALTEN ISD is acting on the following points:

- raising the awareness of all ISD employees about Green IT and the best practices to be implemented (*via* a charter and challenges) in 2022. There will also be a specific focus on the principles of Green Code for the ISD development staff,
- implementing a tool to measure the environmental footprint of our cloud infrastructure and to monitor the associated carbon emissions,
- using a tool to assess the proper sizing of virtual servers and the carbon footprint of ALTEN-owned servers in data centers,
- strengthening the collaboration with the data center host for the creation of a calculator allowing:
 - to assess and adapt needs in real time,
 - to calculate CO₂ emissions,
 - to find ways to save energy in order to reduce the environmental footprint;
- ALTEN offers employees digital tools that limit the amount of data stored and exchanged on networks (Teams, One Drive, One note or Sharepoint). In 2022, to promote their use, a user charter and training courses will be offered to employees;
- faced with the increase in storage data, ALTEN launched its archiving optimisation project at the end of 2021;
- in France, 100% of computers and monitors are Energy Star certified. The IT equipment is category A3 or A4.

Focus on the hosting of the Group's data

ALTEN relies on modern hosting technologies. The Group consumes power on demand, adapted to needs at a given moment. Resources are pooled, streamlined and optimised to reduce the number of physical servers. This reduces the environmental footprint and ensures high security systems are available 24/7.

For the past 10 years, ALTEN has been outsourcing to 2 recognised hosting providers, one in a data center, the other in the Cloud. These partners are part of a responsible digital technology approach.

- the data center hosting partner has implemented the following actions:
 - 100% of the data centers' total energy consumption comes from renewable energy,

- it is involved in a reforestation project in Occitania (150 hectares in 2021) as part of a carbon offsetting policy which has enabled it to be the first digital company to obtain the French Low Carbon label;
- the cloud hosting partner is carbon neutral. It has committed to a 1.5° climate trajectory with the SBT Initiative and has committed to offsetting all of its carbon emissions since inception by 2030.

International initiatives and specialist subsidiaries

- **ALTEN Netherlands** hosts its servers in environmentally friendly data centers. The energy footprint is reduced by 50% through the use of an immersion cooling technology called "Immersed Computing".
- **ALTEN GmbH** is extremely vigilant about the consumption of its data centers. These have been centralised at only a few sites in order to limit the energy impact and particular attention is paid to the cooling technology.
- **ALTEN Italia** buys refurbished smartphones and laptops. Old printers are being replaced by newer ones that reduce paper waste, thanks to a user identification system based on personal badges.

6/ Favouring sustainable mobility

Travel accounted for 43% of the Group's greenhouse gas emissions in 2021. ALTEN pays particular attention to this and offers innovative alternatives to its teams

After a year 2020 marked by a very low number of trips due to the health context, travel resumed in 2021 in a particularly controlled manner.

As a result, the majority of long-distance travel has been replaced by videoconference meetings.

Most journeys in France are now made by train, the share of air travel having fallen sharply.

Commuting

Since 2018, ALTEN has been carrying out Mobility Plans at sites with more than 100 employees and subject to a local urban plan. In this context, the Group analysed employee commuting at more than 10 sites in France. These mobility studies have led to the implementation of solutions adapted to each site, including:

- installation of showers, changing rooms and bicycle parking on certain sites to encourage cycling;
- installation of electric vehicle charging stations for company and personal vehicles;
- subscription to KAROS Entreprises for all the Group's employees in France, to facilitate the use of carpooling.

Based on the results of these measures, ALTEN will extend the commuting surveys to all its employees in France in 2022.

ALTEN plans to accelerate the deployment of electric charging stations, and aims to offer 180 charging points covering 12 sites during 2022. It should be noted that in 2021 in France, ALTEN has already deployed 70 charging points at 3 sites.

Other solutions aimed at encouraging alternatives to the car will be tested, such as the installation of self-service bicycle stations.

Finally, a new eco-mobility e-learning module will be offered to all employees to raise their awareness of the impact of travel, present the alternatives favoured by the Group and encourage them to move towards more environmentally friendly mobility.

Business travel

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 2:30 h; 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 videoconference meetings.

For the last 10 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.

Company vehicles

Each year, the ALTEN Group continues to improve the environmental performance of its fleet at a steady pace. Since 2019, diesel engines have been banned from the company vehicle catalogue.

The evolution of the share of low emission vehicles (<60 g CO₂/km) in the catalogue of company vehicles in France is as follows:

Years	Share of low-emission vehicles (<60 g CO ₂ /km)
• 2019	40%
• 2020	67%
• 2021	75%
• 2022	Target 80%

In 2021, 64% of the on-road fleet in France was composed of low-emission vehicles, well beyond the obligations introduced by the LOM law by 2030.

The Group's company vehicles in France individually emitted an average of 73g of CO₂/km at the end of 2021.

This massive electrification, enabled by the deployment of charging points on the main buildings, has been accompanied in 2021 by a change of energy supplier, to ensure 100% renewable electricity in France.

International initiatives and specialist subsidiaries

- **MI-GSO** provides for a mileage allowance for the use of bicycles, partial reimbursement of public transport passes, the gradual integration of electric or hybrid vehicles and charging stations into its fleet.
- **ALTEN Italia** has partnered with public transport companies to promote the use of public transport by employees and has allocated certain vehicles in the company fleet to groups of employees to encourage carpooling.
- **ALTEN Netherlands** and **ALTEN Finland** provide charging stations for electric vehicles next to ALTEN buildings.
- **ALTEN Belgium** provides a Mobility Pack including a mobility bonus paid according to the category of transport used.
- **ALTEN GmbH** offers the Car2Go application to its employees, which provides electric vehicle sharing. In addition, since 2016, the teams have participated in the With Bicycle To Work campaign organised by an insurance company. Employees cycling to work for at least 20 working days were rewarded.
- **ALTEN Spain** created a sustainable mobility plan called Welcome Mobility. This plan presents a shuttle service, with several routes, as well as a carpooling platform. The objective is to improve the company's mobility ratios, by favouring the more sustainable use of transport.

7/ Sustainable innovation

Contributing to sustainable development through more environmentally friendly technological solutions is an accelerator of research and innovation. This fundamental theme is one of the 3 major issues of the **SMART DIGITAL** initiative, which includes all 8 SMART PROGRAMMES set up within ALTEN Labs.

Many development projects carried out by ALTEN's industrial clients incorporate this vision of long-term sustainability with complex and global technical issues. Historically focused on the more efficient and less carbon-intensive land or air transport of the future, ALTEN's teams are now developing ambitious innovative projects in a wide variety of fields, from more responsible management of industrial processes to Responsible Digital Technology to make software less energy-intensive. ALTEN's share of R&D for sustainable innovation is steadily increasing and reached 22% in 2021. Some examples of these achievements are:

Improving the environmental impact of digital technology

As part of its commitment to sustainable development, ALTEN has defined and implemented a Responsible Digital Strategy that covers all of its activities, including its expertise and innovation capacity. One of the solutions to reduce software consumption is to develop more sober and better designed Code: Green Code. Another is the removal of all superfluous features to focus on the essentials by working on application obesity. Finally, the 3rd challenge is to encourage digital companies, and in particular application developers, to use data sensibly, especially when accessing the Cloud. For this, ALTEN has developed an innovative tool to:

- measure the environmental impacts of data, applications and IT resources;
- implement an automated DevGreenOps approach to measure and alert on energy performance degradations when non-optimised Code is pushed into the CI/CD chain (continuous integration/continuous deployment).

This project contributed greatly to the winning of the "Jury's Favourite" prize at the 2021 Responsible Digital Technology Awards.

Improving energy efficiency in transport

The energy transition in the Automotive sector focuses primarily on the development of technologies that reduce or even eliminate pollutant emissions. In a context that will remain "hybrid" for a long time to come, energy consumption depends very much on the driver. The ALTEN Labs teams have developed eco-driving solutions that aim to link different technical fields and behavioural sciences:

- real-time processing of embedded driving data, in partnership with DUNASYS;
- modelling of fuel consumption and CO₂ emissions from driving data;
- use of geolocation and route planning information, in partnership with HERE;
- implementation of learning algorithms to analyse, anticipate and visualise eco-driving data;
- psychosocial studies (the subject of a thesis launched with the *Ecole des Mines ParisTech*) and a UX design approach complete the model.

Improving the environmental efficiency of industries

From eco-responsible thinking at the product design stage to energy consumption in factories and throughout the supply chain, ALTEN teams use new digital technologies to anticipate, manage and reduce the environmental impact of the industrial chain.

The **Green Supply Chain** project is building a "control tower" for the environmental impact of procurement and logistics by collecting all logistics data and their carbon impact in real time. The implementation of an artificial intelligence control system makes it possible to model their complex links, to predict the impact of logistical choices, and thus to prescribe actions that will reduce their environmental impact.

Within the factory itself, the **Green Factory** project is developing a comprehensive energy management tool. It aggregates all the data and their interconnections, and models the consumption of the energy mix (financial, regulatory and environmental impacts). A combination of multi-scale analysis and multi-parameter optimisation algorithms can then be used to prescribe greener and more economical solutions for the control of the various plant systems and their consumption of different energy sources.

International initiatives and specialist subsidiaries

- **ALTEN Belgium** is helping a major automotive manufacturer to meet future environmental requirements by developing and monitoring new energy solutions and is also assisting several of the Group's clients with energy performance optimisation projects.
- **ALTEN Netherlands** is working on a number of "green" projects, such as the development of charging stations for electric buses, the development of intelligent traffic routing systems to reduce traffic jams and pollution, and the development of chip-making machines that produce chips faster, using less energy and fewer natural resources, at a similar cost.
- **ALTEN Finland** is working on heat pump projects and is involved in pine oil refining projects. In addition, a project for photovoltaic systems for shopping centers is underway.
- **ALTEN Delivery Center Maroc** is involved in rechargeable hybrid or 100% electric vehicle projects.
- **ALTEN Polska** works in projects on the design of mechanical elements of control panels for wind turbines.

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 2021, the Group's internal consumption came to 19.4 metric tonnes, *i.e.* an average of 2.7 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, 94% of paper used in France in 2021 was recycled and/or certified.

ALTEN encourages paper-free exchanges:

- in France, in 2021, 96% of employees received their paylips in a digital safe;
- the project for the dematerialisation of invoices is also continuing its deployment. The aim is to increase the number of clients, suppliers and subcontractors connected to the solution each year. In 2021, almost 70,000 invoices were

processed electronically, which is half of the total number of invoices processed during the year. This represents an additional 16% of dematerialised invoices compared to 2020;

- in 2021, ALTEN set up a platform that enables 100% digital contract management.

In 2022, ALTEN will continue to work on the digitalisation of its processes requiring a large number of prints.

In France, most printers are linked to a badge printing system that eliminates unnecessary, erroneous or forgotten prints. They are configured by default in black and white and recto/verso and help make employees aware of the environmental impact of each print. In 2021, printing via this system has decreased by 7% compared to 2020.

International initiatives and specialist subsidiaries

- **MI-GSO** has adopted a zero-paper policy. It is based on dematerialisation, in other words the digitalisation of all documents. Training employees in the right behaviours and in the use of digital tools allows the approach to be generalised in the best possible way;
- **ALTEN Netherlands, ALTEN Sverige** and **ALTEN Finland** use 100% certified and/or recycled paper.

2/ Reducing and sorting waste

The ALTEN Group is committed to waste reduction and sorting in the office.

The Group has initiated several projects to reduce the amount of paper used, and therefore paper waste generated (see Section 4.4.5.1 "Reducing paper consumption").

A paper sorting and recycling system is in place in France and in many of the Group's entities⁽¹⁾: 71% of the surfaces are covered by selective sorting in the entire CSR scope.

With regard to waste electrical and electronic equipment, the Group has set up a specific monitoring system that applies to batteries and ink cartridges consumed by the Group. An audit of the WEEE waste management system at Group level will be conducted by ALTEN ISD in 2022.

In 2021 a specialised service provider collected 7.5 tonnes of WEEE from ALTEN and its subsidiaries in France; and 9.7 tonnes were collected on the CSR scope. In France, the increase in WEEE is linked to the closure of certain sites in France and the renewal of the PC fleet.

ALTEN gives a second life to obsolete IT equipment in its fleet *via* donations to associations⁽²⁾. In addition, ALTEN has implemented a partnership with a company to recondition and upgrade certain obsolete equipment (landlines and audio conference telephones, and others).

Since 2020, ALTEN has eliminated all single-use plastic cups from its sites in France. 7 ALTEN sites have been equipped with new Cy-Clopes ashtrays that collect and recycle 100% of cigarette butts, which will be used as fuel to produce energy.

In 2022, ALTEN plans to deploy collection points for the recycling of masks used in the management of COVID-19.

ALTEN raises employee awareness of eco-actions *via* mandatory e-learning modules and events: for example, during the 2021 European Waste Reduction Week, ALTEN has made its employees aware of the circular economy by publishing articles on the internal network.

International initiatives and specialist subsidiaries

- **ALTEN Italia, Belgium, Spain, Finland, Polska, ANOTECH Energy (France and USA)** and **CADUCEUM** have a waste sorting system. In all offices and common areas, sorting bins are installed for plastic, paper, computer waste and other waste.
- **ALTEN Switzerland** offers employees the opportunity to buy their old mobile phones or computers at a reasonable price.
- **ALTEN GmbH** and **ALTEN Technology** promoted water bottles in the office, and the use of recycled paper for drafting purposes. In addition, the entities have eliminated disposable cups at all sites.

4.4.6 BIODIVERSITY

Particular attention is paid to the environmental certification of office supplies and equipment. The aim is to limit their impact on biodiversity as part of the Group's responsible purchasing approach.

In France, for example:

- all table and desk purchases require FSC, PEFC or NF environment certification;
- paper purchases require FSC, PEFC, European Ecolabel, NF Environnement or 100% recycled paper certification.

ALTEN wishes to raise employee awareness of biodiversity: the Group sponsors beehives in the Paris region. In 2021, ALTEN organised a web conference on pollination and the importance of protecting pollinating insects.

ALTEN continued its collaboration with a company specialising in reforestation. Since 2013, ALTEN has planted over 32,500 trees in 5 different countries.

In 2022, ALTEN will continue to raise awareness of biodiversity among its employees.

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 Delivery Center Maroc** organised a "green" awareness day.
- **ALTEN GmbH** deployed the Ecosia search engine to all its employees. Ecosia uses research income to plant trees in various places around the world.

(1) Particularly in Finland, Italy, Germany and Spain.

(2) This approach is described in Section 4.3.6 – "Regional solidarity".

4.5 METHODOLOGIES AND INTERNATIONAL GUIDELINES

4.5.1 METHODOLOGICAL NOTE

GRI 102-8 GRI 102-46 GRI 102-48 GRI102-49 GRI 102-50 GRI 102-51 GRI 102-52 GRI 102-53

Temporal and geographic scopes

The data for the various indicators cover the period from 1 January 2021 to 31 December 2021.

The CSR scope in this report covers ALTEN's legal entities and 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;
- UNIWARE.

The CSR scope also covers international entities:

- ALTEN Belgium SPRL;
- ALTEN Switzerland;
- ALTEN GmbH;
- ALTEN SW GmbH;
- ALTEN Technology GmbH;
- ALTEN Spain;
- ALTEN Finland;
- ALTEN Nederlands BV;
- Orion Engineering;
- TECHaLTEN Portugal;
- ALTEN Sverige;
- ALTEN Italia SPA;
- ALTEN LTD;
- ANOTECH ENERGY GLOBAL SOLUTIONS LTD;
- PPP UK;
- ATEXIS SPAIN;
- ALTEN CALSOFT LABS India PRIVATE LTD;
- CRESTTEK ENGINEERING;
- ALTEN INDIA PRIVATE LTD;
- ALTEN Delivery Center Maroc;

- ANOTECH ENERGY DOHA;
- ANOTECH ENERGY USA INC;
- CPRIME INC;
- ALTEN CHINA LTD;
- ALTEN POLSKA;
- ALTEN ROMANIA.

In 2021:

CLOVER GLOBAL SOLUTIONS LP merged with ANOTECH ENERGY USA INC under the name ANOTECH ENERGY USA INC; ANOTECH ENERGY SERVICES LTD UK and ALTEN UK reported consolidated data;

In France, UNIWARE was integrated into the reporting;

Internationally, ALTEN ROMANIA, ALTEN POLSKA, ATEXIS Spain, have been integrated into the reporting.

Rate of coverage

The performance indicators reported for France and international operations cover 75% of the Group's total headcount at 31 December 2021, and 75% of revenue.

For the French entities, these indicators relate to:

- the completeness of the headcount of the entities concerned⁽¹⁾;
- all areas occupied by one or more ALTEN Group entities in France.

For international entities, they relate to the number of employees and floor space of each entity in the country concerned.

Guidelines

The performance indicators and the text of this report comply with Article L. 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 e-mail: 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 allows for the reporting of:

- social;
- environmental;
- local societal information.

(1) ALTEN and specialised subsidiaries.

This data is then consolidated by the Group.

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

Origin and compilation of the data

Employee-related indicators

The following data is extracted from the social statement of financial position and payroll software of the Group's companies in France and international entities:

- headcount;
- nationalities represented in the Company;
- hires and departures;
- work-study contracts;
- total payroll;
- remuneration;
- turnover;
- organisation of working time;
- frequency rate;
- severity rate of work accidents.

Other data is derived from the reporting of the departments responsible for this in the various Group entities:

- annual appraisals;
- training;
- internal mobility.

The total number of training hours and employees trained includes training for apprentices and employees on vocational training contracts.

For international entities, employees on apprenticeship or vocational contracts are counted as fixed-term contracts for the SOC 7 and SOC 8 indicators.

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 work accident severity rate was calculated based on working days.

Some subsidiaries do not track all the data included in this reporting. So:

- ALTEN LTD is excluded from SOC 3 "Breakdown of headcount by age group";
- ALTEN India, CRESTTEK ENGINEERING and ATEXIS Spain are excluded from SOC 5 "Headcount by business line";
- CPRIME INC and ALTEN LTD are excluded from SOC 18 "Breakdown of headcount by type of contract";
- ALTEN Polska, ALTEN Romania, ANOTECH ENERGY DOHA, CPRIME INC, ANOTECH ENERGY GLOBAL SOLUTIONS are excluded from SOC 21c "Percentage of employees who benefited from an annual appraisal for the period 01/01/21 and 31/12/21";
- CPRIME INC, ALTEN Finland, ALTEN Polska, ANOTECH ENERGY GLOBAL SOLUTIONS, ANOTECH ENERGY DOHA are excluded from SOC 28 "Training expenditure as a% of total payroll";

- the SOC 30 indicator "total number of training hours" was recalculated for France for 2020 with corrected data;
- ALTEN Sverige is excluded from SOC 31 a "Percentage of people trained during the year by gender";
- CALSOFT LAB India, ALTEN LTD, ALTEN Polska, ALTEN Romania, ANOTECH ENERGY DOHA, CPRIME INC are excluded from SOC 34 "Frequency rate of work accidents with lost time";
- CALSOFT LAB India, ALTEN LTD, ALTEN Polska, ALTEN Romania, ANOTECH ENERGY DOHA, CPRIME INC are excluded from SOC 35 "Work accident severity rate".

Environmental indicators

- Environmental data excludes ALTEN Switzerland.
- Data related to floor space is taken from the lease documents. They are collected and then consolidated annually by building. They are then broken down according to their occupation by each entity in France and for the international entities within the CSR scope.
- Data related to consumables and energy are based on invoices and statements from suppliers and service providers.
- In France, the energy consumption of common areas is estimated at 10% of the consumption of occupied areas:
 - when ALTEN does not lease the entire building;
 - when the data is not available.
- Enviro 1: "CO₂ emissions related to the energy consumption of buildings between 01/01/21 and 31/12/21" excludes:
 - ALTEN Belgium;
 - ALTEN Polska;
 - ANOTECH ENERGY DOHA;
 - ANOTECH ENERGY USA.
- To calculate the percentage of renewable energy used in France, the energy consumption recorded on the invoices and statements of suppliers and service providers is taken into account but not the consumption linked to the common parts of the buildings.
- The quantity of cups used by ALTEN (Enviro 6) concerns only paper cups for France (the zero-plastic-cup objective in France has been achieved) and single-use plastic cups internationally.

The Enviro 4⁽¹⁾ calculation method is the total amount of paper divided by the weighted number of employees for France.
- In France, energy consumption indicators were divided by the number of weighted m². Internationally, the actual m² as of 31 December 2021 are used when information on the number of m² weighted items is not available. The Enviro 8a indicator "Total energy consumption in kWh" excludes:
 - ALTEN Belgium;
 - ALTEN Polska;
 - ANOTECH ENERGY DOHA;
 - ANOTECH ENERGY USA.

(1) "Total quantity of paper (office and head office) consumed in kg/employee/year".

- Enviro 8b "Total energy consumption in kWh/m²/year" excludes:
 - ALTEN Belgium;
 - ALTEN Polska;
 - ANOTECH ENERGY DOHA;
 - ANOTECH ENERGY USA.
- Enviro 10 "% of occupied m² certified (BBC, HQE)" excludes:
 - ANOTECH ENERGY DOHA.
- Enviro 14 "Number of kg CO₂ eq. for business travel by train/pers/year between 01/01/21 and 31/12/21" excludes:
 - ALTEN China;
 - ALTEN India;
 - ALTEN Portugal;
 - ALTEN Romania;
 - PPP UK;
 - CPRIME INC;
 - ANOTECH ENERGY USA.
- Enviro 16 "Number of kg CO₂ eq. for business travel by air/pers/year between 01/01/21 and 31/12/21" excludes:
 - ALTEN India;
 - ALTEN Romania;
 - PPP UK;
 - CPRIME INC.
- Enviro 23a "Number of kg CO₂ eq. related to mileage by company vehicles in the fleet between 01/01/21 and 31/12/21" excludes:
 - ALTEN Romania;
 - ALTEN Spain;
 - ATEXIS Spain;
 - PPP UK.

The annual mileage of company vehicles has been estimated. Estimates are based on average monthly or annual mileage, according to data from service providers.

- Enviro 25 "Total quantity of WEEE removed by an external service provider between 01/01/21 and 31/12/21" excludes entities located in India.

Note: the increase in WEEE in 2021 is due to site closures and the replacement of laptops and monitors in France.

- CO₂ emissions from energy consumption and travel were calculated from the raw data. The calculations use the emission factors of the Bilan Carbone® 8.6 method and the Ecoinvent database. For CO₂ emissions from renewable electricity, the emission factors have been counted as 0 in the KPI table. The emission factor for air travel is 0.187kgCO₂/passenger/km for France, and 0.19085 for international travel. In comparison it was equal to 0.265 kg CO₂/passenger/km in 2020.

Societal indicators

The data on projects supported to promote Engineering professions comes from the partnerships that received financial support.

The increase in Societal Indicator 5 is linked to a methodological change allowing partnerships with schools and universities to be taken into account.

Comparability

The CSR scope has been extended from 2020 to 2021. This change does not always make it possible to compare indicators from one year to the next. The activities of the ALTEN Group were strongly impacted in 2020 by the health crisis. The information is therefore not comparable with previous years and subsequent years. In 2021, the health crisis continued to impact the Group's activities, resulting in the maintenance of teleworking in certain areas and at certain times of the year.

4.5.2 NON-FINANCIAL PERFORMANCE INDICATORS

Social performance indicators at 31 December 2021

ALLEN indicator no.	Indicator	Units	France 2020	France 2021	Group CSR Score 2021
HEADCOUNT AND DIVERSITY					
SOC 1	Total headcount as of 31/12/2021	Actual number of employees	10,905	11,757	31,603
SOC 2	Breakdown of employees by gender	% men	70%	71%	72%
		% women	30%	29%	28%
SOC 3	Breakdown of workforce by age grouping	% of employees under 25 years old	7%	10%	9%
		% of employees between 25 and 35 years old	67%	64%	60%
		% of employees between 35 and 45 years old	19%	18%	20%
		% of employees over 45 years old	7%	7%	11%
SOC 5	Breakdown of headcount by type of job	% of employees who are engineers	85.4%	85%	85%
		% of employees who are managers	4.7%	5%	6%
		% of employees who are Support Functions	9.9%	10%	9%
HIRES AND DEPARTURES					
SOC 7	Total number of hires	Number of hires	2,531	4,796	16,606
	Employees recruited on permanent contracts	Number of hires	2,398	4,581	13,376
	incl. number of permanent hires under 25 years of age	Number of hires	600	1,163	2,069
	Employees recruited on fixed-term contracts	Number of hires	84	114	3,230
	Number of hires on apprenticeship or vocational training contracts	Number of hires	49	101	101
SOC 8	Total number of terminations	Number of terminations	4,699	3,576	11,449
	Number of departures from permanent contracts	Number of terminations	4,483	3,414	9,445
	of which resignations	Number of terminations	1,977	2,193	6,728
	of which redundancies	Number of terminations	791	405	820
	Number of departures from fixed-term contracts	Number of terminations	81	88	2,004
	Number of departures on apprenticeship or vocational training contracts	Number of terminations	135	74	74
SOC 17	Net jobs created	Number of jobs created	-2,085	1,167	5,157
TYPE OF EMPLOYMENT CONTRACT					
SOC 18	Breakdown of headcount by type of contract	% of permanent employees	98.6%	98.7%	90.0%
		% of temporary employees	0.4%	0.4%	9.6%
		% of employees on apprenticeship or vocational training contracts	1.0%	0.9%	0.4%

ALTEN indicator no.	Indicator	Units	France 2020	France 2021	Group CSR Score 2021
REMUNERATION					
SOC 19	Average annual remuneration by position	in euros managers	40,253	41,837	NC
		in euros non-managers	26,380	28,130	NC
MANAGEMENT					
SOC 21	% of employees having had an annual performance appraisal	% of employees	91%	89%	81%
SOC 22	Average rate of absenteeism (for sickness, work- or commute-related accident)	%	2%	2%	1.85%
SOC 23	ALTEN employee turnover	%	23%	23%	25.7%
ORGANISATION OF WORKING TIME					
SOC 24	Percentage of employees working full time	% of employees	98%	99%	98%
SOC 25	Percentage of employees working part-time	% of employees	2%	1%	2%
EMPLOYEE RELATIONS					
SOC 26	% of employees covered by a collective agreement	% of employees	100%	100%	100%
TRAINING					
SOC 27	Training expenditures	euros	10,185,218	11,444,895	14,133,104
SOC 28	Training expenditure as a% of payroll	%	2.00%	2.53%	1.12%
SOC 29	Training expenditure as a% of revenue	%	1.2%	1.13%	0.62%
SOC 30	Total number of training hours	h	127,911	131,164	430,223
SOC 31.a	Percentage of people receiving training during the year, by gender	% of men having received training	40%	39%	45%
		% of women having received training	47%	41%	47%
SOC 31.b	Percentage of employees who attended at least one training course during the year	% of employees	42%	40%	45%
SOC 33	Number of e-learning courses taken	number	27,033	30,851	63,752
WORK AND SAFETY CONDITIONS					
SOC 34	Frequency rate of work-related accidents with time off	rate	2.09	2.66	1.70
SOC 35	Severity rate of work-related accidents	rate	0.08	0.05	0.03
SOC 36	Number of hours of safety training	h	7,735	17,325	54,579
SOC 38	Number of work-related illnesses reported	number	0	0	17

NC = Not Consolidated.

Societal performance indicators at 31 December 2021

ALTEN indicator no.	Indicator	Units	France 2020	France 2021	Group CSR Score 2021
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	27	20	40
Societal 5	Total number of partnerships forged with higher education institutions in the current year	number	29	51	346
Societal 4	Total number of partnerships forged with NGOs or similar associations in the current year	number	38	44	62
Societal 7	Number of man-days of skills sponsorship	man-days	2,344.5	2,649	3,428

Environmental performance indicators at 31 December 2021

ALTEN indicator no.	Indicator	Units	France 2020	France 2021	Group CSR Score 2021
CONSUMPTION OF NATURAL RESOURCES					
Enviro 4	Quantity of paper used per employee	kg/emp	5.23	2.47	2.65
	Total quantity of paper used	kg	22,221	8,442	19,447
Enviro 5	% of paper recycled or certified	%	99%	94%	89%
Enviro 6	Amount of cups per employee on site	number of cups/emp	9	9	36
Enviro 8.a	Total energy consumption	MWh	5,827	5,817	12,722
Enviro 8.b	Total energy consumption per m ²	kWh/m ² /year	76	94	84
Enviro 1	CO ₂ emissions related to the energy consumption of buildings	Kg CO ₂ eq.	168,388	121,080	2,650,188
BUSINESS TRAVEL					
Enviro 14	Number of kg CO ₂ eq. for business travel by train per employee	kg CO ₂ eq./emp.	0.74	0.42	3.48
Enviro 16	Number of kg CO ₂ eq. for business travel by air per employee	kg CO ₂ eq./emp.	154	81	90
Enviro 21	Average CO ₂ emissions per km of the company vehicle fleet	g CO ₂ /km	96	73	105
Enviro 23.a	Number of kg CO ₂ eq. from kilometres driven by company vehicles	Kg CO ₂ eq.	224,972	204,347	6,063,686
EXTERNAL CERTIFICATIONS AND ASSESSMENTS					
Enviro 10	% of occupied m ² that is certified (BBC, HQE)	%	38%	47%	29%
Enviro 18	EcoVadis score out of 100	Note	82/100		80/100
WASTE					
Enviro 25	Total quantity of electronic waste removed by an external company	metric tons	4.0	7.5	9.7
Enviro 11	% of sites covered by a waste sorting scheme	%	96%	97%	71%
Enviro 26	Total quantity of CO ₂ emissions	Kg CO ₂ eq.	2,085,746	1,285,568	11,188,897

The exact scope of each indicator is specified in the methodological note in Chapter 4.5.1.

4.5.3 COMPLIANCE MATRIX

Article 225 – GRENELLE 2 DECREE N° 2017-1265 OF 9 AUGUST 2017	Principles of the Global Impact	ISO 26000	Chapter 4 – 2021 URD	SDG
EMPLOYEE-RELATED INFORMATION				
EMPLOYMENT				
Total workforce and breakdown of employees by gender, age and geographical region			4.2.2	SDG 5
Recruitments and redundancies		*6.4.4	4.2.3	
Remuneration and remuneration increases			4.2.4.3	
WORK ORGANISATION				
Organisation of working time		*6.4.4	4.2.7	SDG 3 SDG 8
Absenteeism			4.2.7	
HEALTH & SAFETY				
Occupational health and safety conditions	4. The elimination of all forms of forced or compulsory labour		4.2.7 4.1.4.3	
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 *6.4.5	4.2.4.2	SDG 8 SDG 16
List of collective agreements, including health and safety at work			4.2.4.2	
TRAINING				
Training policies, particularly on 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			4.2.6.4	SDG 5 SDG 10
Measures taken to promote the employment and integration of disabled persons	6. The elimination of discrimination in respect of employment and occupation	*6.3.10 *6.3.7	4.2.6.2	
The anti-discrimination policy			4.2.6	
ENVIRONMENTAL INFORMATION				
GENERAL POLICY ON ENVIRONMENTAL MATTERS				
The Company's organisation to take into account environmental issues. Where applicable, environmental assessment or certification procedures			4.1.5 4.4.2	SDG 12 SDG 13
Resources devoted to prevention of environmental risks and pollution	7. Taking a conservative approach to dealing with environmental matters		4.4.3 4.4.4	
	8. Promoting greater responsibility in environmental matters	*6.5.2.1 *6.5.2.2	4.4.5 4.4.6	
	9. Developing and disseminating environmentally friendly technologies			
The amount of provisions and guarantees for environmental risks. This information cannot be of such a nature as to cause serious prejudice to the Company in an ongoing dispute			ALTEN has no reserves or guarantees for environmental risks in France. The environmental management (ISO 14001 certified) that we apply to buildings reduces environmental hazards.	

Article 225 – GRENELLE 2 DECREE N° 2017-1265 OF 9 AUGUST 2017	Principles of the Global Impact	ISO 26000	Chapter 4 – 2021 URD	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	SDG 12	
			4.4.4		
Taking into account any form of specific pollution related to an activity, including noise and light pollution	8. Promoting greater responsibility in environmental matters 9. Developing and disseminating environmentally friendly technologies	*6.5.3	4.4.5		
			4.4.6		
			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 14001, etc.).		
CIRCULAR ECONOMY					
WASTE MANAGEMENT AND PREVENTION					
Measures to prevent, recycle, reuse, other upgrade and eliminate waste			4.4.3	SDG 7	
			4.4.5	SDG 12	
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.		
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		
			4.4.3		
Energy consumption, measures taken to improve energy efficiency and use of renewable energy	8. Promoting greater responsibility in environmental matters 9. Developing and disseminating environmentally friendly technologies	*6.5.4	4.4.4.1		
			4.4.4.3		
			4.4.4.4		
			4.4.4.5		
			4.4.4.7		
Land use			Given ALTEN's services business of Engineering and Technology Consulting, the Group has no activity that involves land use.		

Article 225 – GRENELLE 2 DECREE N° 2017-1265 OF 9 AUGUST 2017	Principles of the Global Impact	ISO 26000	Chapter 4 – 2021 URD	SDG
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
	8. Promoting greater responsibility in environmental matters	*6.5.5	4.4.5	SDG 11
Targets to voluntarily reduce in the medium and long term the greenhouse gas emissions and the means implemented for this purpose	9. Developing and disseminating environmentally friendly technologies	*6.5.5	4.4.6	SDG 12
	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

Article 225 – GRENELLE 2 DECREE N° 2017-1265 OF 9 AUGUST 2017	Principles of the Global Impact	ISO 26000	Chapter 4 – 2021 URD	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	ALTEN is present in employment hotspots and is located close to its clients. Its impact on neighbouring and local populations is thus limited and not significant.	SDG 1
		*6.8.7		SDG 8
		*6.8.8		SDG 17
		*5.3.3		
		*6.8.9		
Relationships with stakeholders and how is the dialogue with them			4.1.3	
			4.1.4.6	
Partnership or sponsorship actions			4.2.4.2	
			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. Ensure non-complicity in Human Rights violations	*6.6.6	4.1.4.7	SDG 8
			4.3.4.2	SDG 12
			4.3.5.1	
			4.3.5.2	
			4.3.5.4	
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

Article 225 – GRENELLE 2 DECREE N° 2017-1265 OF 9 AUGUST 2017	Principles of the Global Impact	ISO 26000	Chapter 4 – 2021 URD	SDG
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 Organisation on:	3. Respect for freedom of association and recognition of the right to collective bargaining		4.3.2	SDG 8 SDG 17
respect for freedom of association and recognition of the right to collective bargaining	6. The elimination of discrimination in respect of employment and occupation		4.3.5	
the elimination of discrimination in respect of employment and occupation	4. The elimination of all forms of forced or compulsory labour	*6.3.10	4.2.6.2	
the elimination of forced or compulsory labour	5. Effective abolition of child labour	*6.3.10 *6.3.7	4.2.6.4	
the effective prohibition of child labour	1. Promoting and respecting international Human Rights law protection in the sphere of influence	*6.3.10 *6.3.10	4.1.4.7	
Other actions taken to promote human rights	2. Ensure non-complicity in Human Rights violations		4.3.2 4.3.4.2	SDG 16
	10. Acting against corruption in all its forms, including extortion of funds and bribery			

4.6 TAXONOMY INFORMATION

It is noted that, according to the NACE Code of the Group's companies, none of the Group's activities is, as of the date of this Universal registration document, eligible under the first two environmental objectives referred to in Article 9 of Regulation (EU) 2020/852 of 18 June 2020 (the "Taxonomy Regulation"), i.e. climate change mitigation and climate change adaptation.

All of the Group's revenue, capital expenditure and operating expenditure at the date of this Universal registration document relates to activities that are not eligible under the two objectives above.

4.7 REPORT BY THE INDEPENDENT THIRD-PARTY BODY, ON THE CONSOLIDATED NON-FINANCIAL STATEMENT INCLUDED SHOWN IN THE GROUP MANAGEMENT REPORT

For the year ended 31st December 2021

This is a free translation into English of the report on the consolidated non-financial statement issued in French by the independent third-party body and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the Shareholders,

In our capacity as an independent third party of ALTEN and accredited by COFRAC (under number n°3-1080, whose scope is available at www.cofrac.fr), we hereby report to you on the consolidated non-financial statement for the year ended 31st December 2021 (hereinafter the "Statement"), included in the Group management report pursuant to the legal and regulatory provisions 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

Pursuant to legal and regulatory requirements, the Executive Board 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 provisions 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 the ethical requirements, French professional guidance and applicable legal and regulatory requirements.

Responsibility of the independent third-party body

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

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

However, it is not our responsibility to comment on:

- the entity's compliance with other applicable legal and regulatory provisions, in particular the French duty of anti-corruption;
- the compliance of products and services with the applicable regulations.

Nature and scope of our work

The work described below was performed in accordance with the provisions of articles A. 225-1 *et seq.* of the French Commercial Code determining the conditions in which the independent third party performs its engagement and with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements, as well as with 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 provisions and the fairness of the Information:

- we obtained an understanding of all the consolidated entities' activities, the description of the social and environmental risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III as well as information regarding compliance with human rights, anti-corruption and tax avoidance legislation;

- we verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model and the principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to:
 - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important;⁽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;
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes⁽²⁾ that we considered to be the most important, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data,
 - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities⁽³⁾ and covers between 15% and 78% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge of the entity the consolidated entities.

We believe that the work performed, 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 involved 3 persons and was conducted between December 2021 and March 2022 during a five week period.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted interviews with 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 respects.

Neuilly-sur-Seine, 28th April 2022

Original French report signed by:

Independent third-party body

Grant Thornton

French Member of Grant Thornton International

Jean-François Baloteaud
Partner

Bertille Crichton
Partner

(1) **Qualitative information** relating to the following sections: "Promoting diversity"; "Work-life balance"; "Ethics and compliance"; "Reducing our greenhouse gas emissions"; "Using natural resources wisely and reducing our waste".

(2) **Quantitative social and societal information:** Total headcount 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 related to energy consumption and business travel, total paper consumption, WEEE consumption, occupied m² certified BBC or HQE.

(3) ALTEN France, ALTEN China LTD, ALTEN Italia SPA, TECHALTEN Portugal, ALTEN Calsoft Labs, Cresttek Engineering, ALTEN India Ltd.

Designed & published by  LABRADOR +33 (0)1 53 06 30 80
INFORMATION DESIGN

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