



“Socially
Responsible
Innovation”

Sustainable Development
2009-2010 Report

Altran, Sustainable Development





Everyday, Altran, with its team of talented consultants applies its skills as a global technology leader to develop solutions to meet the many complex challenges involved in bringing our customers' projects to life. The company's business model, driven by high value-added technology and innovation services, is closely linked to developments made to further collective progress; a domain that Altran considers to be both an asset and an obligation for a company that believes in socially responsible innovation.



Key figures:

- 02 European leader in Innovation Consulting
€1403.7 million sales in 2009
- 03 An employer of choice
17,000 employees world-wide
87% of which consultants
- 04 A global presence
Operations in twenty countries
55.2% of sales generated outside France
- 05 500 major client accounts worldwide
Listed on the SBF 120 index

2 Altran, Sustainable Development



Table of contents

Interview with Yves de Chaisemartin, Chairman and Chief Executive Officer of Altran	4
A commitment guided by major global principles	6
Sustainable Development at the core of our corporate purpose	9
Responsible corporate governance	10
Innovation consulting in support of sustainable development	14
Altran's sustainable-development think-tank	15
A think-tank that enables a permanent dialogue with our stakeholders	19
Our day-to-day responsibilities	21
Theme number 1: "Innovation and technology in support of collective progress"	21
Overview of Altran's economic and marketing projects and achievements	22
Developing lasting solutions and offerings	24
Forging partnerships	38
Developing a research programme focused on the priorities of the future	40
Managing quality to assure quality	44
Promoting sustainable development practices vis-à-vis our suppliers	46
Developing our role as regional project partner	47
Managing and controlling risk	48
Theme number 2: "A company in which to live and grow"	49
Overview of Altran's social and society-related actions	50
Raising sustainable-development awareness of our employees	54
Fostering staff employability and mobility	55
Promoting non-discrimination, diversity and equal opportunity	57
Developing a meaningful social dialogue	61
Preserving the health and safety of our employees and insuring them against risk	63
Turning Altran into a social network	66
Promoting a recruitment strategy based on diversity and equal opportunity for our employee candidates	67
Raising sustainable-development awareness of students	67
Boosting innovative young talent	68
Promoting technological innovation for the common good	70
Being a loyal and committed partner	72
Theme number 3: "An environmentally neutral company"	75
Overview of Altran's environment-related projects and accomplishments	76
Our commitment to planetary challenges	78
Reducing the company's environmental impact	79
Raising staff awareness further and stepping up training programmes	84
Our responsibility with regards sustained progress	87

Interview with *Yves de Chaisemartin, Chairman and chief executive officer of Altran*



How would you assess sustainable development as being a social priority?

Fifty years have passed since the Club of Rome first met and rendered its conclusions. A lot has been accomplished since then and the issues that seemed to concern but a handful of well-informed experts at the time have now become the source of debate among governments, corporations and citizens around the world. One thing is sure; a threshold has been crossed and the collective consciousness has been aroused. It is no longer a time for declarations and good intentions alone, but for action; action to bring about change aimed at building a fairer, more equitable world and one that strikes a lasting balance between the essential principles of man and his environment. Having said that, the conclusions of the Copenhagen Summit lead us to be wary as to the depth and speed of global change and to remain vigilant in the months and years ahead. Although most of what needed saying has been said and what needed hearing has been heard by the major decision-makers around the world, solid commitments and actions at a government and international level are still in the making. I would, therefore, like to stress how important it is to continue raising the awareness to sustainable development of those at the highest levels, as well as all citizens around the world and of Altran with regards to its stakeholders.

What role does Altran play in sustained development?

I would like to say that the question of sustainable development is inseparable from collective progress which often implies the notion of change. Since 2007, Altran has been involved in a major project of change with the launch of its strategic plan, targeting a return to healthy and profitable growth, as well as an improvement in company governance itself, a factor that has enhanced the well being of everybody in the company. I am delighted by the progress that has already been made both in terms of our ability to provide our customers with the finest, high value-added solutions tailored to their specific needs and to create a working environment that is fulfilling for our employees and one that nurtures their future development. I am also very pleased by the considerable efforts and progress already made in our organisational structure and internal procedures. These measures have made for greater fluidity and transparency which are fundamental to our corporate purpose. In a bid to take things even further and demonstrate our commitment to adopt a coherent and communicative sustainable development strategy, we decided to sign the United Nations Global Compact in 2009.



At that time, we believed that we were not only ready but, above all, we felt highly motivated to join the movement that many other companies already belonged to. Priority has been given to raising awareness since, although the fundamentals exist, the main task is to unite the women and men in the Group around a common logic, particularly since the projects and initiatives are already in place. This is what we have been doing over the past year: in particular, we set up a Sustainable Development Network and created an International Business Network for the purpose of developing and/or promoting our service offerings within a new practice dedicated to Sustainable Development. In addition, by integrating our leading performance indicators into our report, which is based on the Global Reporting Initiatives (GRI) model, we were able to monitor and apprehend our economic, environmental and social performances according to the global standards accepted by our peers.

What are Altran's plans for the future?

Our Group's first objective is to pursue its efforts to become a socially responsible company by basing its growth model and drive for further progress on the main universal principles laid down in the Global Compact and the commitments made in the French Diversity Charter. Moreover, because we are aware of the impact these may have on the company and its influence, our objective is to use the strength of the Group as a pillar for collective progress. Behind the concept of "socially responsible innovation", which is very dear to Altran, our objective is to make innovation and high value-added technology our core activity and use it as a driver of healthy and profitable growth for all of our stakeholders. We would like our customers to find our offerings and solutions as keys to their success and that our consultants not only take pride in being the architects of these success stories but also realise their own professional goals, working within the Altran team. We also want our shareholders and investors, as well as other interested parties to see the Group in a new light and consider its enterprise value as promising, both now and in the future. Finally, we would like our Group to continue to play a useful and effective role in society, as one of those companies in an ecosystem that play a pertinent role in the daily lives of students, others companies and government bodies, etc. In short, our objective is to make Altran a role model in the field of socially-responsible innovation.



Yves de Chaisemartin

02

03

04

05

A commitment guided by major global principles

The Global Compact

In 2009, Altran joined the United Nations Global Compact. The Group's commitments are given in the Corporate Social Responsibility Charter (on page 10) which lists the main principles of the Global Compact in terms of human rights, labour standards, respect for the environment and the fight against corruption.

In 2009, the two main principles adhered to by the Group were labour standards and respect for the environment.



For every action carried out by the Group that is related to one of the principles of the UN Global Compact, the number of the principle concerned is indicated (see below).

Human rights:

Businesses should:



1 support and respect the protection of internationally proclaimed human rights, and



2 make sure that, within their sphere of influence, they are not complicit in human rights abuses.

Labour standards:

Businesses should uphold:



3 the freedom of association and the effective recognition of the right to collective bargaining,



4 the elimination of all forms of forced and compulsory labour,



5 the effective abolition of child labour, and



6 the elimination of discrimination in respect of employment and occupation.

Key initiatives

- In October 2009, Altran signed the Corporate Diversity Charter and implemented numerous employment initiatives with respect to disabled employees and senior staff etc (see page 57 and thereafter for more details)*
- Altran has been a signatory of the Corporate Commitment Charter for Equal Opportunities in Education for several years (see page 57 and thereafter for more details)*
- The Group set up "Women of Altran Worldwide" (WAW), its first network for women (see page 60 and thereafter)*
- In Italy, the company signed the Corporate Commitment Charter for Equal Opportunities in the Workplace, drawn up in conjunction with the Ministries of Employment, Health and Social Security and Equal Opportunities (see pages 57 and thereafter for more details)*
- In Spain, the group published its Corporate Social Responsibility Charter*
- In Italy, Altran is a member of the Diversity Careers Forum set up to help people with disabilities as well as foreigners find employment.*

Respect for the environment

Businesses should:



7 support a precautionary approach to environmental issues

8 undertake initiatives to promote greater environmental responsibility, and

9 encourage the development and diffusion of environment-friendly technologies.

Key initiatives

- *Over the past few months, Altran, via its Purchasing Department, has implemented several measures to introduce more environment-friendly practices (see pages 81 and thereafter for more details)*
- *To promote environmental responsibility among its employees, the Group participated in several events throughout the year (Sustainable Development Week, European Mobility Week and Waste Reduction Week) and posted a "Corporate Responsibility" information page on its intranet*
- *The Group has expanded its in-house training catalogue to include a Sustainable Development (SD) and Corporate Social Responsibility (CSR) course*
- *Altran steers its clients and partners towards achieving a more environmentally-aware economy, a process in which the Group plays an active role (carbon footprint, energy efficiency, etc). See pages 24 and thereafter for more details.*
- *In Spain, Altran has obtained ISO 14001 certification (see page 79)*

Combatting corruption



10 *Businesses should combat corruption in all its forms, including extortion and bribery.*

The fundamental principles of the International Labour Organisation (ILO)

In the everyday running of its business, Altran endeavours to provide its employees with a dignified working environment that respects the main principles laid down in the Declaration of the International Labour Organisation (ILO). In particular, Altran's aim is to become a company actively focused on promoting rights in the workplace, providing decent employment opportunities, enhancing social protection and strengthening its social dialogue.

- In 2009, Altran signed the Corporate Diversity Charter in France
- For several years, the Group has been a signatory of the Corporate Commitment Charter for Equal Opportunities in Education
- In Spain, Altran signed an agreement with FAMMA, the Federation of Associations of People with Physical and Mental Disabilities

Reporting based on a recognised standard The Global Reporting Initiative (GRI)

The Global Reporting Initiative (GRI) was established in 1997 with a view to developing a set of global directives for the reporting of economic, environmental and social performances. Initially geared to companies, the GRI standard was later extended to include all governmental and non-governmental organisations.

In 2010, Altran decided to adopt the directives of the GRI in the preparation of its Sustainable Development Report. The present document therefore fulfils some of the main qualification requirements as a guideline. (see cross-reference tables on pages 88 and thereafter).

Altran, Sustainable Development





Sustainable Development at the core of our corporate purpose

Socially responsible innovation is at the heart of Altran's strategy and corporate purpose: it is a means to an end, in which the means is as important as the end when it comes to satisfying Altran's stakeholders. Innovation serves to prepare the world for the future and, as such, is a vehicle for the Group to transmit its sustainable-development practices to all levels and in all forms. Because innovation governs the way we think and act on a day-to-day basis at Altran, it has become the hallmark and guiding principle of the company.

01
02
03
04
05

Responsible corporate governance

Altran's Corporate Social Responsibility Charter in compliance with UN Global Compact

In 2009, Altran adopted a Corporate Social Responsibility Charter, in line with the UN Global Compact, that reflects the Group's key commitments. The Charter, founded on nine principles divided into three main categories, provides the basis for Altran's actions and commitments, while defining the conditions of the Group's responsibilities vis-à-vis its stakeholders.

- Respect for human rights / Equal opportunity / Professional development
- Respect for our customers / Quality of our commitments
- Respect for the environment / Action taken for the common good

The Altran Charter

Corporate Social Responsibility (CSR) fits perfectly with the strategy of the Group, whose performance and success is underpinned firstly, by its solid and lasting relations with its clients who, like Altran, strive for excellence at the operating level and secondly, the Group's close ties with its consultants for whom Altran's goal is to become an employer of choice.

In Altran's innovation consulting business, where the major asset is human resources, responsible collective progress means above all giving women and men the freedom of choice to realise their personal objectives and the possibility of expressing and developing their talents to the full.

In the day-to-day running of our business, our goal is to install a sense of pride among our consultants, forge relations of confidence with our partners and implement our responsible and innovating strategy for the benefit of society as a whole.

Our Corporate Social Responsibility Charter covers the fundamental principles adopted by the Group. It serves as the basis for our actions and commitments and defines the conditions of our responsibility vis-à-vis our stakeholders.

Our corporate social responsibility is founded upon the following fundamental principles:

- **Our ambition:**

Implement operations according to our ambition: bring our customers' projects to fruition using technological solutions to boost their performances

- **Respect for human rights / Equal opportunity / Professional development**

Promote and respect the protection of internationally proclaimed human rights and rights at work, notably by eliminating all forms of forced labour and abolishing child labour.

Actively support equal opportunity against all forms of discrimination via the Group's non-discriminatory recruitment policy

Promote the professional and individual development of our employees by proposing attractive career-enhancement opportunities

- **Respect for our customers / Quality of our commitments**

Guarantee commercial practices that respect commercial law

Guarantee customer satisfaction thanks to the quality and monitoring of our consulting services

Forge lasting partnerships by favouring reciprocal commitments based on joint-growth strategies

- **Respect for the environment / Action taken for the common good**

Foster the improvement and protection of the environment in the day-to-day running of our business by raising the collective consciousness with regard to these challenges

Promote actions in support of the common good within the context of the Altran Foundation for Innovation

Corporate governance

Altran's sustainable development strategy addresses three facets of the issue (social/society related, economic and environmental) as an additional means of creating value for the Group and ensuring progress for the common good.

Since 30 June 2008, the governance of the company has been carried out by an Executive Committee and a Board of Directors. The members of the Board of Directors elected Mr Yves de Chaisemartin Chairman of the board and Chief Executive Officer of the group. At the level of the Executive Management, Yves de Chaisemartin is surrounded by four members with whom he constitutes the Executive Committee.

Members of the Executive Committee

Mr Yves de Chaisemartin, Chairman and Chief Executive Officer

Mr Gerald Berge - Financial director

Mr Pascal Brier - Vice-President

Mr Frederic Grard - Vice-President

Mr Cyril Roger - Vice-President

Members of the Board of Directors

Since the 30 June 2008 Annual General Meeting, the company has been administered by a Board of Directors comprising eight members appointed for a period of four years. At least one third of the Board's Directors are independent – in accordance with AFEP-MEDEF code.

Mr Yves de Chaisemartin – CEO and Chairman of the Board

Mr Roger Alibault;

Mr Jean-Pierre Alix;

Apax Partners, represented by Mr Maurice Tchenio thereafter;

Mr Dominique de Calan;

Mr Gilles Rigal;

Mr Michel Senamaud;

Mr Jacques-Etienne de T'Serclaes.

The Board of Directors is helped by a censor – Mr Thomas de Villeneuve. In 2009, the Board met 13 times, with an attendance rate of 96%.

The Audit Committee

The Audit Committee is made up of four members specialised in finance and accounting, of which three directors. In keeping with the internal regulations of the Board, two thirds of the directors are independent. In 2009, the Audit Committee met 6 times, with an attendance rate of 96%. The Company's Statutory Auditors attended all of these meetings.

The purpose of the Audit Committee is to support the Board of Directors regarding the accuracy and reliability of consolidated accounts; it assesses major risk and oversees the quality of internal controls and the information communicated both to shareholders and to the market.

Appointment and Remuneration Committee

The Appointment and Remuneration Committee is made up of five members. In keeping with the internal regulations of the Board, at least one half of the directors are independent.

The Committee advises the Board of Directors on the subject of appointments and the allocation and amount of compensation and benefits in kind paid to members of the Board, the Chairman, the CEO, the Managing Director, and the Executive Vice Presidents. The Committee also makes recommendations as to the total and individual amount of attendance fees to be paid to the Directors of the Board, as well as the allocation of stock options, bonus-share plans and employee profit-sharing schemes.

In 2009, the Committee met 6 times, with an attendance rate of 96%

The Investment and Acquisition Committee

The Investment and Acquisition Committee has been operational since July 2008. It is made up of four members.

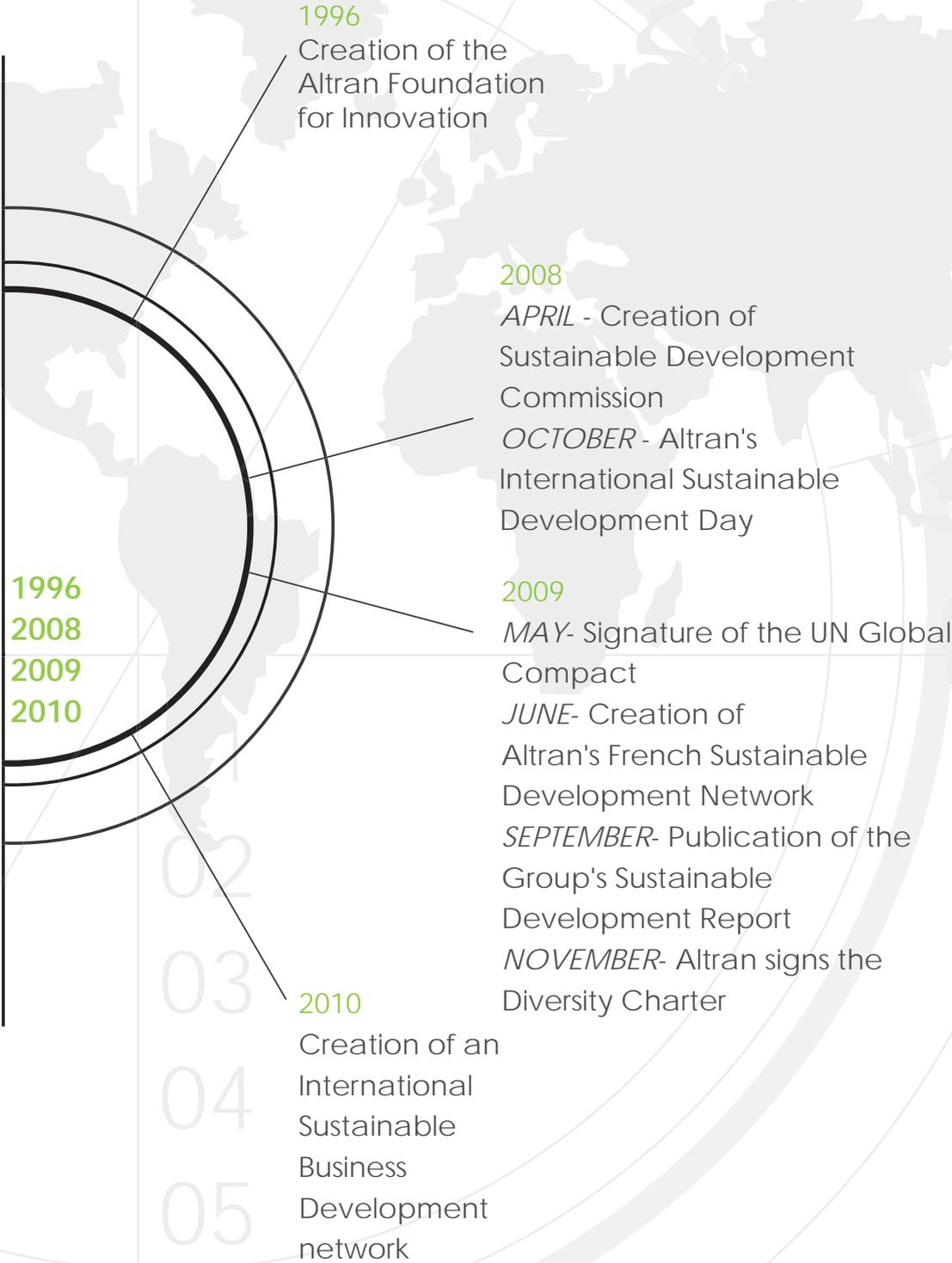
The purpose of the Investment and Acquisition Committee is to put forward recommendations concerning the main strategic guidelines of the Group in order to foster the development of Altran's existing activities and new operations in France and abroad. The committee assesses the company's organic and external growth policies, strategic partnership projects and investment and divestment projects likely to have a significant impact on the group. In 2009, the committee met twice, with an attendance rate of 87%.

An organisation underpinned by a responsible international management team

As European leader in Innovation Consulting, with operations in 26 countries, Altran has implemented a decentralised organisational structure geared to increasing the responsibility of its management in order to meet customer needs as closely as possible. This new organisational structure is based on 1/ the "think global-act local" approach, 2/ cooperation, 3/ the pooling of skills and resources within the Group as well as 4/ strengthening client relations via lasting strategic development partnerships. This new organisation is organised around three departments:

- ✓ Geographic departments: headed up by a director of each zone / country / region. Regional directors are responsible for commercial and human resources development (working in close proximity to the Group's clients) and for the promotion of the Altran brand throughout the zone. Regional departments are responsible for client billing as well as consultant and project management.
- ✓ Industries: the directors of the Industries and Geographic departments work together to determine the strategies for the clients' main sectors of activity and identify the needs and challenges involved. To achieve this, Altran's network of Global Account Managers (GAMs) helps the Industries division to structure relationships with the Group's major international clients. Every year, the Director of the Industries department defines the global development plan for the sector with his team of sector experts and actively participates in its implementation.
- ✓ Group Solutions: This department works to develop and guarantee the quality of Altran's offerings and solutions in accordance with client requirements as defined by the Industries department. The objective is to capitalise on the Group's expertise and industrialise the underlying savoir-faire of these solutions. The development of these solutions is underpinned by trends in technological progress and market practices. Every year, the Directors of the Global Solutions, in accordance with the Directors of the Industries departments, define a development plan with their teams of experts and actively participate in their implementation.

Promoting sustainable innovation since 1996



Innovation consulting in support of Sustainable Development

Being a global player means acting today with an eye on the future

Altran's Innovation consulting business enables the group to interact with society as a whole and notably with regard to 1/ enterprises and institutions, via daily client-project support services ensured by Altran's on-site consultants, 2/ the "grandes écoles" (prestigious French graduate establishments) and universities, via the Group's dedicated school-relations policy, 3/ the economy and economic growth, via Altran's active role in competitive clusters at national and global level and 4/ a wider public, via strategic partnerships with Renault F1 and Solar Impulse, as well as the Altran Foundation.

By analysing the impact of its innovation consulting work, Altran has identified three major themes engaging its responsibility as a sustainable company:

- Innovation and technology in support of collective progress
- A company in which to live and grow
- An environmentally neutral company

At Altran, our aim is to adopt sustainable development as a way of thinking and acting throughout our Group

Yves de Chaisemartin,
Chairman and chief executive officer of Altran
(2008-09 Sustainable Development Report).

Altran's Sustainable Development Think Tank

Altran's Sustainable Development Commission is underpinned by a growing global network of players involved at all levels of the Group's organisation. This has resulted in the creation of a veritable Sustainable Development think tank.

A dedicated commission

Altran's Sustainable Development Commission was set up in 2008 for the purposes of animating and coordinating the Group's SD strategy. The commission, which meets once a week, is supported by three complementary networks of French-based and international correspondents that ensure the deployment, monitoring and, at a wider level, the scope of the Group's sustainable development actions. In addition, in 2009, the Commission opted to standardise the actions taken throughout the Group's different entities in order to stress their significance and strengthen their impact.

Networks to enhance proximity

In accordance with the Commission, Altran has set up several networks to address the challenges facing the Group:

- An International Sustainable Development Network set up to propose and launch new actions at the Group level. Following its creation in 2008, one of the key challenges was the signing of the UN Global Compact. In 2009, the Group's objective was to base its sustainable development reporting model on the Key performance indicators (KPIs) as defined by the recognised GRI (Global Reporting Initiative) standard. Altran's international sustainable development network meets once a year for at least one half-day session to recapitulate on the actions carried out and define the priorities for the coming year.
- A French Sustainable Development Network for the purposes of communicating the Group's regional initiatives and deploying an annual action plan for Group activities in France. The demand among Altran's consultants to pool their means and resources and harmonise actions is strong. In 2009, Altran participated in several joint operations including 1/ theme weeks (Mobility Week, Sustainable Development Week), 2/ a fund-raising operation for the charity restaurants, "Restos du Coeur" and 3/ the production of a series of eco-gesture films on practices in the workplace and at home. The French Sustainable Development Network meets every month to monitor the developments of ongoing actions and prepare future operations.
- A Sustainable Business Network for Altran experts whose mission is to exchange best practices and experiences and pool their savoir-faire with a view to providing group clients with lasting offerings and solutions. For example, the Paris-based entity, Altran CIS is currently proposing an ethical consulting offering comprising two solutions: 1/ green consulting (implementation of the collaborative platform, Sakkarah) and 2/ strategic CSR preparation for ISO 26000 certification, compliance with NRE and Grenelle 2 legislation, etc. The Sustainable Business Network meets every two months.

04

05

INTERVIEW

A Sustainable Business Network

Christelle ROUX – Senior Manager – Solution Centre – Altran Belgium

What is your job at Altran?

I joined the company as a consultant then worked my way up into a managerial position in France. Two years ago, I moved to Belgium to set up the Health, Environment and Energy division. Our team is still growing and now includes around 25 dedicated consultants working on a variety of projects, including chemical product-risk evaluation, regulatory audits and the monitoring of solar panel installation.

Why create an international sustainable development business network?

As the issues of sustainable development have now become an integral part of our clients' strategies, it is important that we are able to provide solutions to these problems. The purpose of the network is to build up an international forum for providers of sustainable-development solutions so that they can exchange the references, offerings and existing skills deployed throughout the Group.

What are your plans for the future?

We will be focusing on promoting the network throughout the Group so that it can be used as a tool to exchange client practices and ensure that the needs of our customers are met. Further out, we would like to enhance our business prospects and offer our teams greater mobility from country to country... but always in a sustainable "green" way, of course!



From theory to practice

Manuele MENCHINELLI SANZA – Director of Marketing and Communication – Head of Sustainable Development – Delegate of the Altran Foundation – Altran Italy

Altran Italy is aware of the importance of the principles and values of Corporate Social Responsibility (CSR). The Sustainable Development Report presents the current and predictable "value" of our intangible assets. I believe that non-financial data can enhance our financial information. In today's global economy, coherence and transparency are the key drivers of the company's activities. The International Sustainable Development Network aims to monitor the development of Altran as it puts the CSR theory into practice with respect to its employees at the Group level.



Sustainable development, a growing awareness in the Group

Ludivine GRIMBER – Head of Sustainable Development France and International Coordination

Many things have changed since the Sustainable Development Commission was set up in 2008. SD awareness, which has already been strong within the group, is growing as is the number of staff members involved. We can now rely on a network of correspondents from a variety of countries, with different cultural profiles, all of whom sharing a common goal: to further sustainable development within the group. Little by little, we are becoming aware that this is possible and that our consultants are adapting at their own pace.



Highlights of 2009

- Launch of the GRI-based reporting system
- Creation of the Sustainable Business Network and expansion of the French and International Sustainable Development Networks
- Reorganisation of the Altran's first dedicated SD community on the Group's intranet - "Corporate Responsibility"
- Participation in the UN Global Compact survey targeted at executive signatories
- Publication of a Sustainable Development Report in Spain and Italy.
- In-house survey entitled "Sustainable Development and You" (more than 1,000 participants)
- Publication of a report on the Copenhagen Summit, entitled "What are the political and technological challenges?"



Social and society-related actions

- Altran launches its first customer satisfaction survey targeted at Group clients throughout the world
- The Group launches the Altran - Cercle Santé Société Award (for quality health-care), backed by the Altran Foundation for Innovation. For more details consult www.altran.com/prixqualitesante
- Two student winners of the 7th season of the Altran Engineering Academy (AEA) are awarded internships with Renault F1 teams in England and France
- France: Altran signs the Corporate Diversity Charter. For more information consult: <http://www.charte-diversite.com/charte-diversite-signataire-altran-2469.php>
- Spain: the company obtains EFR certification from the Ministry of Health and Social Policy
- Spain: Altran signs an agreement with the Federation of Associations of People with Physical and Mental Disabilities (FAMMA)
- Spain: the company creates SOMOS MASS, an internal team of 60 people responsible for setting up various sustainable-development projects
- Participation in fund-raising events for several charitable associations (Telethon - France, the "Restos du Cœur" - France, "Enfants du Mékong" - France, the "Maison d'Enfants Reine Marie Henriette" - Belgium, Soloterre - Italy)

04

05

Environment-related actions

- Implementation of audio-conference and web-conference solutions for the Group as a whole
- Italy: participation in the Carbon Disclosure Project
- Spain: Altran obtains ISO 14001 certification
- Belgium: the company obtains the second level of the EcoDynamic Enterprise label
- Sweden: Altran launches a graduate training programme on the environment for its consultants (85% of consultants qualified in 2009)
- France: the company produces an eco-friendly behaviour film concerning practices at the work place for its consultants

Economy-related actions

- Altran becomes a member of the International SME Pact. For more information consult <http://www.pactepme.org/international>
- The Group pilots the Neptune project in the French competitive cluster, System@tic and becomes a Member of the Board of the System@tic Paris-Region cluster
- France: Altran CIS Paris joins the French Socially Responsible Investment Forum (FIR). For more information consult <http://www.frenchsif.org/membres.html>
- France: implementation of SD practices in the Technical Department

A think-tank that enables a permanent dialogue with our stakeholders

Because Altran is committed to responsible sustainable management it has decided to continue focusing on the three themes that are directly related to the interests of Group stakeholders. Altran has implemented specific action plans for each of these themes.



02
03
04
05

Altran, Sustainable Development





Our day-to-day responsibilities

Theme number 1: "Innovation and technology in support of collective progress"

Theme number 2: "A company in which to live and grow"

Theme number 3: "An environmentally neutral company"

Theme number 1: "Innovation and technology in support of collective progress"

Challenges:

Develop lasting solutions and offerings

Forge partnerships

Develop a research programme focused on the priorities of the future

Manage quality to assure more quality

Promote sustainable development practices with our suppliers

Develop our role as regional project partner

Manage and control risk

Overview of Altran's economic and marketing projects and achievements

Stakeholders panel	Key figures	Challenges
Clients	<ul style="list-style-type: none"> ● 500 major client accounts worldwide in around twenty different countries ● 14 Global Account Managers (GAMs) ● 150 Key Account Managers (KAMs) ● More than 20 projects backed by Altran Research in 2009 	<ul style="list-style-type: none"> ● Develop lasting solutions and offerings ● Forge partnerships ● Develop a research programme focused on the priorities of the future
Clients/Staff		<ul style="list-style-type: none"> ● Manage quality to assure more quality
Suppliers	<ul style="list-style-type: none"> ● From more than 10 to over 6000 regional suppliers depending on the country 	<ul style="list-style-type: none"> ● Promote SD practices with our suppliers
Civil society	<ul style="list-style-type: none"> ● Presence in 9 competitive clusters ● Over 30 SME candidate applications seeking Altran's backing within the framework of the SME Pact 	<ul style="list-style-type: none"> ● Develop our role as regional project partner
Shareholders		<ul style="list-style-type: none"> ● Manage and control risk

Objectives	Projects and accomplishments
<ul style="list-style-type: none"> ● Pool skills and expertise to ensure sustainable solutions ● Support clients in sustainable, responsible projects ● Foster the development of Altran's major clients at the international level and help them meet new global challenges ● Develop research consulting 	<ul style="list-style-type: none"> ● Creation of an International Sustainable Business Development Network ● Launch of survey on Altran's existing offerings ● Development of several lasting solutions and offerings in energy efficiency, sustainable mobility, security, sustainable finance, medical progress, corporate social responsibility ● Development of Altran's own GAM and KAM programmes ● Setting up and structuring of Altran Research in France ● Development of several research programmes in Italy and Spain
<ul style="list-style-type: none"> ● Implement an efficient quality management system 	<ul style="list-style-type: none"> ● Development and deployment of Altran Excellence in France
<ul style="list-style-type: none"> ● Implement joint projects with our suppliers 	<ul style="list-style-type: none"> ● Work in conjunction with several dedicated suppliers to adopt SD practices ● Implementation of audio-conference and web-conference solutions for the Group as a whole
<ul style="list-style-type: none"> ● Set up innovation networks ● Participate in the development of virtuous ecosystems ● Commit ourselves to sustainable finance 	<ul style="list-style-type: none"> ● Pursuit of Altran's commitment to competitive business clusters ● Altran pilots the Neptune project in the French competitive cluster, System@tic ● Altran becomes a Member of the Board of the System@tic Paris-Region cluster ● Altran becomes a member of the International SME Pact and launches the Altran Innovation Venture Partner programme to support the development of French SMEs in France and abroad ● Altran CIS Paris joins the French Socially Responsible Investment Forum (FIR)
<ul style="list-style-type: none"> ● Implement internal control systems, including risk management tools 	<ul style="list-style-type: none"> ● Altran brings internal auditing control back in house and appoints a woman as Directress of internal auditing

04
05

Developing lasting solutions and offerings

As European leader in innovation and technology consulting, Altran could not remain indifferent to market demands, client expectations or changes in society related to sustainable development issues. Altran, therefore, mobilised a number of its specialists to develop sustainable solutions in the fields of energy, mobility, security, health, Corporate Social Responsibility (CSR) and sustainable finance. These solutions have already underpinned several of Altran's client projects.

Pooling skills and expertise to ensure sustainable solutions

INTERVIEW

Lara VAN DRUTEN - Head of Altran Sustainable Solutions - Altran Netherlands

What is your core offering at present in terms of sustainable development solutions?

Our sustainable development team in the Netherlands provides new growth opportunities as well as lower costs for our clients, while enabling them to help the planet. We call this strategy, which combines sustainable development expertise with business: ECO-Nomics.

We use our resources in four areas in particular:

ECO-Mobility: Altran's technical and commercial expertise is applied to create new transport solutions (land, sea and air-based);

ECO-Energy: Action plans geared to reduce CO₂ emissions;

ECO-Technologies: Altran proposes technical and commercial feasibility studies for new ecological technologies;

ECO-Fuel: We are experienced in generating significant energy savings for our customers by turning costs (overspending) into income by applying waste-to-fuel technology conversion solutions.

What are your objectives?

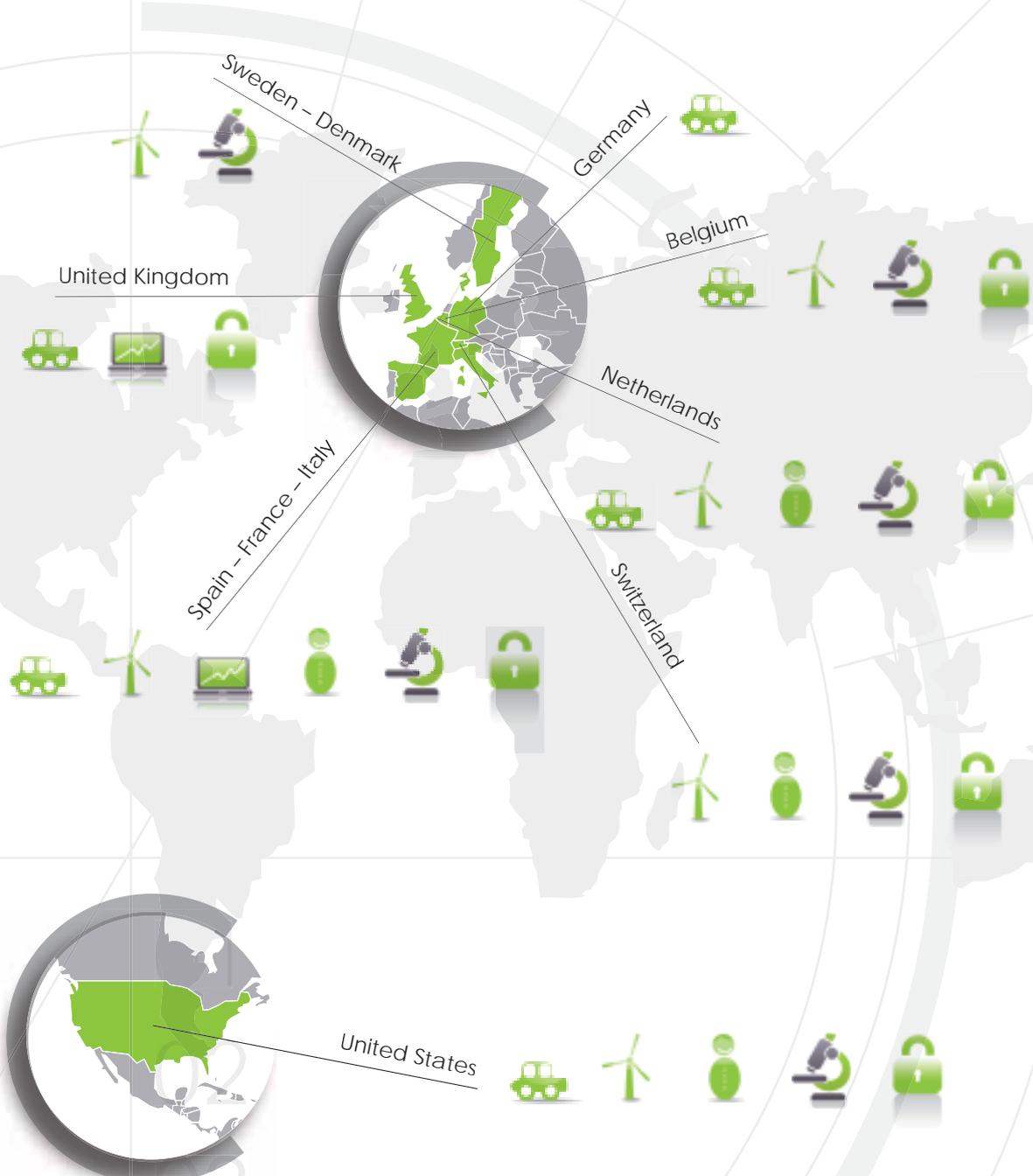
The sustainable-development team is extremely experienced in implementing projects at the cutting edge of innovation. However, with sustainable development increasingly becoming a central business theme rather than a secondary issue, our main challenge is to pursue innovation, while continuing to boost the penetration rate in our core markets.

What is your sales process?

I would stress that our main advantage and greatest source of success is our collaboration within the group. For example, we won a contract for the development of a new risk model for renewable energy projects for the International Energy Agency thanks to our ties with Altran Germany and Arthur D. Little - an Altran company. By pooling our expertise, we are able to offer our clients a unique solution that few of our competitors could rival. I firmly believe that this kind of joint effort between the different entities of the group will provide a key growth driver further out.



Supporting our clients in sustainable and responsible projects



Caption

- Sustainable mobility
- Energy efficiency
- Sustainable finance
- Social Responsibility
- Safety & Security
- Medical progress



Altran in the field of energy efficiency

Altran backs "smart" projects designed to provide the global energy solutions of tomorrow. The Group provides support across the different stages of the project, from the upstream study through to the development of a sustainable solution thus ensuring the durability of industries particularly concerned by energy issues. By concentrating its efforts on alternative energy solutions to replace fossil fuels with new energy sources, as well as projects targeting a reduction in greenhouse gas emissions, Altran aims to establish itself as a responsible sustainable company.

Action

Altran: partner in the SWAFEA project for alternative fuels in the aviation sector

Altran is participating in the European study, SWAFEA (Sustainable Way for Alternative Fuels and Energy in Aviation). The objective of this study is to provide government bodies with the information necessary to help anticipate and foster alternative solutions that will ensure long-term visibility for the aeronautics industry by limiting its reliance on petrol-based products, as well as their negative impact on the environment.

By providing a clearer overview of the feasibility of these alternative products, the SWAFEA study will also help to determine the key research areas that will pave the way for future European programmes.

The mission of Altran's team in the Netherlands is to assess the economic feasibility of implementing alternative fuels. In addition, Altran provides backing for the on-board production of alternative energies, such as batteries, solar cells, as well as recycling weak energy sources.

Lara VAN DRUTEN, Head of Sustainable Development Solutions - Altran Netherlands.

Altran's participation in this study and in the SWAFEA consortium is of vital importance for the Group since it confirms our leadership of the global innovation and technology consulting market. This study is equally important for the future, not just for Europe, but also for the world as a whole. Despite current developments, we believe that the demand for air travel will continue to increase further out. If these growth trend were to be correlated to the negative impact of traditional fuels on the environment and oil price fluctuation, more and more airlines would envisage using alternative fuels.



Project focus

Energy efficiency audit at Prado Llano in Spain

Prado Llano is a holiday resort in the Sierra Nevada mountains (the province of Grenada) and boasts an extensive infrastructure of tourist hotels, restaurants and ski slopes, as well as facilities (snow cannons) to produce artificial snow. Cetursa, a property management company based in Prado Llano, wanted to assess its energy consumption so as to limit and improve its impact on the environment. Under the aegis of the Andalusian Energy Agency, Altran was thus commissioned to carry out an energy efficiency audit project for the area, which included an in-depth analysis of Cetursa's energy consumption and recommendations to optimise the infrastructures' energy systems. This was a particularly motivating and ambitious undertaking for the Group given that the objective was to reduce the overall energy consumption of the infrastructures controlled by more than 30% via performance-enhancement solutions offering a return on investment of 10 years maximum.

Noemi JIMENEZ - Head of ASD - Altran Spain

It was a fantastic opportunity to work in an environment so completely different from the one we were used to. The team really appreciated the experience, despite the hard work involved and especially the night work; and of course..., it's not everyday that we get to ski to work!

Action

Altran proposes a new open standard for smart metering systems

Cambridge Consultants, an Altran subsidiary, launched the UMI™ (Universal Metering Interface), a new standard for metering systems. The UMI™ allows manufacturers to roll out and install smart meters upstream of the decision-making process to determine how these devices should communicate with the network, other apparatus and systems. The UMI™ should enable the EU to achieve its deployment objectives in terms of smart meters, both in households and companies, in order to reduce CO₂ emissions and achieve Europe's 2020 energy targets.

Given the high stakes involved, Cambridge Consultants has proposed UMI™ as an open standard for the metering industry in order to put a swift end to the debate on communication formats which is currently holding up smart meter roll-out. The new standard has already been adopted by a number of European meter vendors.

Smart meters will be an essential component in energy savings further out, and play a critical role in combating climate change. According to the Energy Saving Trust, smart meters can help consumers reduce carbon emissions by between 5% and 10%. If the UK were to adopt smart meters, this would reduce energy consumption by 5%, making for savings of £1.2 bn a year in energy bills and an annual reduction of 7.4 million tonnes in CO₂ emissions.

Alistair MORFEY - Technology Manager - Cambridge Consultants

We don't have enough time to reach the EU objectives to which we have committed. With the UMI™ smart meter manufacturers can start rolling out their next generation systems now, with the knowledge that they will be able to use whatever communication technology is the most appropriate at present or at any time in the future during the meter's life span.

Project focus

Energy-efficiency audit at La Defense, France

In 2009, Altran's dedicated energy-efficiency team attached to the Group's technical department in Paris carried out an audit on several high-rise towers in the La Defense business centre. The audit covered offices, data centres, trading floors and restaurants within a surface area of 120,000m². The objective was to reduce the consumption of energy and water in these buildings.

The audit recommendations mainly concerned the management of cold, lighting, office equipment, water and catering. More precisely, as a result of the audit, cold management will be modified, electrical networks redefined and energy and water awareness campaigns introduced. These measures should generate savings of around €100,000.

Eric SONTAG - SD Consultant - Technology Management Department at Altran TI Paris - Architect

I am an IT engineer and architect, specialised in sustainable development. By drawing on my experience in both of these fields I was able to design an energy-efficient, sustainable-development offering at Altran, which has allowed me to develop a methodology to deal with energy-efficiency issues. I believe that, today, these kinds of solutions are indispensable for us to meet the energy challenges of our clients and help them regarding the sustainable management of their structures and projects.



Action

Altran: a partner in the ABI Energia consortium

In January 2009, Altran Italy became a partner of the ABI Energia consortium, a non-profit making organisation providing services to the energy sector. ABI Energia is a reputed specialist in the optimisation of energy efficiency in the banking system. Altran Italy analyses the main elements related to energy consumption in banks by using value-enhancing solutions to generate energy savings, audits and reference analysis as well as studies on the most efficient technologies and the utilisation of renewable energy sources. In 2009, the Energia & Ambiente expertise centre collected and analysed data on the energy consumption of subsidiaries of major banks. Thanks to the data collected by the Head of the energy department, Altran Italy elaborated a model to calculate the potential in terms of energy savings and reductions in CO₂ emissions, which is used in the context of energy-efficiency consulting and for ABI Energia's energy-consumption monitoring systems, scheduled for completion in 2010.

Project focus

Optimise the production of solar thermal energy

This project was carried out for a metal structures company, which developed two different solar energy collector systems. The first uses a cylindro-parabolic mirror that concentrates the sun's rays on the focal axis of the parabolic cylinder, which, in turn, heats the fluid conveyed by a receptor tube (situated on this focal axis) to a temperature of up to 400°C. The hot fluid is used in a vapour generator to produce electricity using the Rankine cycle process. This model is designed for small installations with a capacity of between 1.5 and 3 MWe supplying energy to industrial zones.

The second system is based on the Stirling engine model which concentrates the sun's rays on the focal axis of a revolving paraboloid. This focal axis is the hot point of the engine which produces electricity using the Stirling cycle process. The temperature of the working fluid can go up to 800°C and the system, which generates 10 kW, is designed to generate electricity for domestic purposes.

After spending a number of years developing a sun tracker for the production of photovoltaic energy, this metal structures firm decided to diversify its activities and developed two, mirror-based applications for the production of solar thermal energy. For Altran, the challenge on this project was to design the steel structures and operating systems for both models, with special attention to the precision requirements specific to these kinds of systems.

David PEREZ LOPEZ – Director of Business Centre – Altran Spain

It was really exciting to work on this project in the fields of mechanical engineering and concentrated solar energy (CSE). The results were extremely positive and impressive. Altran is now well placed on the CSE market thanks to the Group's innovative and strategic role as technological partner. Using its cutting-edge innovative solutions the Group accelerates the product life-cycle from development to market.



Project focus

Technical and legal verification of a large solar energy plant

This project, which was carried out by Altran Italy in conjunction with Altran Spain, involved assessing the conformity of the final installation relative to the initial project specifications; the objective being to guarantee the investor (Etrion) the reliability and efficiency of the solar plant acquired. Etrion builds, owns and operates electric plants throughout the world that are powered by renewable energy sources, including solar photovoltaic energy.

The equipment verified included:

- Electric devices (PV modules, transformers, AC/DC converters for circuit breaker boxes, electric generators, energy measurement systems)
- cables
- civil engineering works (foundations, fencing, trackers)
- internal routing and drainage systems.

The verification took one week and included the:

- assessment of documents available, such as the project management document technical specification sheets and diagrams
- on-site inspection to check compliance (with the project specifications and the work done)
- the drafting of a final report on the findings and observations of the plant assessment.

In January 2010, the plant produced 20,545 kWh of electricity.

The reduction in CO₂ emissions was assessed by calculating the amount of fuel (natural gas) that was not burned at an Italian thermal electric plant to produce the same amount of electricity as a classical plant. In January alone, the reduction in CO₂ emissions was estimated at 10 tonnes, making for an estimated reduction of around 324 tonnes in CO₂ emissions/p.a. (calculated on the basis of the emissions factor supplied by the Italian Ministry of the Environment).

Project focus

Recycling waste into fuel

Altran's current project with KLM Catering Services Schiphol B.V. covers all the stages (from feasibility study to project launch) in the construction of a recycling plant designed to convert waste collected from domestic, international and intercontinental flights into fuel (synthetic gas and biodiesel) to power a small electric plant.

To carry out the project, a study was carried out on energy recycled from company waste. This process implies the conversion of recyclable waste into heat and electricity using specialised technology that does not emit CO₂. The fact that the waste products are not transported elsewhere allows for a further reduction in CO₂ as well as savings on transport costs.

Jacques BLAAUW – Managing Director – KLM Catering Services

The cost and the technical implications of this project were significant. The most significant aspect, however, was bringing people together.





Altran in the field of sustainable mobility

New lifestyles; new habits; a world that is changing and evolving. Mobility is at the root of many of the challenges facing industry today. Getting around faster and easier, while limiting the impact on the environment, are just some of the issues that Altran deals with on a daily basis.

Action

Altran TEM partner in the "Montre Verte" / Green Watch project (City Pulse project)

The "Montre Verte" project was conceived within the framework of the "Ville 2.0 programme", mounted by the FING (Fondation Internet Nouvelle Génération) and modelled on similar experiences in London, New York and San Francisco. This project serves one single objective: to increase 1,000-fold the number of urban environmental sensors and to allow the inhabitants to take part, at the environmental level, in the construction of a sustainable city.



The "Montre Verte", which is designed to be worn by people in cities, captures, stores and measures data that are published on a dedicated network. The device is equipped with environmental sensors (measuring ozone and noise), as well as a GPS chip and Bluetooth system. The "Montre Verte" is connected to a cell phone that collects and transfers data to a web platform (Citypulse). This, in turn, converts the data flows into maps accessible to everyone that can be useful on a day-to-day basis.

Altran TEM set up the open platform, Citypulse, which receives stores and publishes data collected via the "green watches". The multi-application platform stores all the time-stamped, geo-data transmitted. In addition, this process may be applied to other forms of data capture, which, in turn could be extended to electromagnetic pollution, and notably allergenic particles.

Méhand GUIDDIR – Chief Technical Officer – Altran TEM

We can therefore imagine the possibility of an environmental monitoring system via a website such as Google Maps. Pending this kind of global coverage, discussions are under way with representatives of the Paris Town Hall concerning the possibility of providing residents with a real-time map for neighbourhood environmental and sonar pollution tracking.



Action

Altran designs "Just": not "just" an ordinary car

The rapid globalisation of the automotive industry has prompted carmakers and equipment manufacturers to address several different issues at the same time; going to the extreme, in certain cases, to adapt and personalise their vehicles, while respecting environmental constraints and regulations as well as Time-to-Market requirements. According to Altran, however, step-by-step innovation has now reached its limits as regards meeting these challenges. Another approach is possible: idea generation. This implies getting back to the basics in order to adopt different ways of thinking and working, and moving towards a co-creation approach by taking inspiration from other sectors.

This is the philosophy behind the "Just", a car designed by Altran Pr[i]me to illustrate the Group's innovation skills in the automotive field, which exploit to the full Altran's multi-skill/multi-sector positioning. While focusing on the essential user-functionalities, this basic car concept remains attractive since the automobile itself is still a cult object. The "Just" is designed to reconcile the automobile with the environment, by limiting energy consumption and using available resources.



Action

Altran launches into electric vehicles with LIVE

The project entitled "LIVE" ("Logistics for the Implementation of the Electric Vehicle") was motivated by the ambition to become a global reference in sustainable electric mobility within an environment of state-of-the-art innovation. Altran has been involved in the project from the outset in the strategic analysis study carried out for the city of Barcelona, (completed in the first half of 2009). The Group has continued its collaboration with Barcelona's local authorities (supplying technical assistance for the setting up of the LIVE office and Web development) and has mounted projects with three other clients; one in the private sector and two in the public sector.

Simon HAYES – Senior consultant / ITS Division – Altran Spain

The LIVE project (Phase 1) has marked the development of an offering already taken up by four clients. This underscores a new cooperative approach adopted by the consultants during the restructuring of Altran's Spanish subsidiary, and provides a reference analysis underpinning the company's expertise in general.



Project focus

E-Mobility, a key priority at present

The customers are ready and waiting, technology has progressed and the objectives of the e-mobility policy are now tangible. A million electric cars will be sold in Germany alone by 2020 and 2012 will mark the next stage in terms of EU emission standards. By then, carmakers will have to bring new vehicle emissions into line with the authorized maximum of 130 grammes of CO₂ per kilometre.

In Germany and France, various energy suppliers are already working in accordance with EU norms for e-car recharging. A major German power supplier is a partner in a demonstration project in Germany and France, the aim of which is to introduce electric vehicles in Europe.

Altran was one of the chosen partners in this project. Under the aegis of the German energy supplier, the Group was responsible for carrying out the situation study and finding contacts in the French sector, with the challenge of ensuring interoperability with respect to recharging German vehicles at French stations and visa-versa. It was necessary to take account of cultural differences and market competitiveness. The results were included in the subsidy applications submitted to the Federal Ministry of the Economy. Thanks to Altran's efforts, the client gained time and benefited from transparency via this cooperation with its French partners.

Dr Thomas WALTER – Associate Director – Altran Germany

In addition to carmakers, energy suppliers and telecom operators are also ready to take action in order to secure their piece of the pie. Energy suppliers see these developments as a fantastic opportunity to diversify their network coverage, while telecom companies are particularly interested in data transfer and accounting methods.



05

Altran in the field of safety and security management



Protection is a key component of the sustainable development concept. Altran is particularly active, both in terms of preserving the environment and protecting people, notably via its compliance with the many existing standards applying in these areas.

Action

Altran looking to optimise chemical substance management

At Altran Belgium, our team of consultants specialized in REACH (EU standard for the Registration, Evaluation and Authorization of Chemical Substances) is currently managing several projects in "platform mode" from the company's facilities in Zaventem for major clients in the chemical sector, as well as industrial consortiums. The team creates client registration files for its customers and represents their interests within the consortium. These projects often present strategic challenges and carry serious economic consequences since the consultant's role is to advise the Group's customers on the choice of substances, a choice that will have an impact on the production process. The interest for the customer is having one single contact in charge of a multi-skilled team of consultants (chemists, toxicologists and ecotoxicologists).

Project focus

Promoting a safer environment

In Belgium, Altran's team specialised in Environment, Health and Sustainable Energy Solutions has carried out various project analysis studies on risks in the workplace to identify and analyse the overall risks to which employees may be subjected. With the results of these studies, the Group can then implement action plans to reduce risks in the workplace. In each case, the consultant adopts a hands-on approach, visiting ateliers and other working facilities to interview the operators, gain an understanding of the tasks carried out and, therefore, the risks involved.

Project focus

In Belgium the environmental permit is not just a formality

For all building construction or modification work in Belgium, permit applications must be submitted to the local authorities. The aim here is to show that all risks have been taken into account both in terms of environmental protection and personal safety. All sectors are concerned. For example: Altran's team specialised in Environment, Health and Sustainable Energy Solutions was commissioned by a banking agency to draft and submit an application for an environmental permit to install a geothermal heating system.

Action

Altran verifying safety integrity levels in the oil industry

Altran Spain has signed an agreement with Compañía Española de Petróleos S.A. (CEPSA) and will thus be one of the companies responsible for carrying out hazard and operability studies (HAZOP), as well as determining and verifying safety integrity levels (SIL).

HAZOP is the most widely used technique for the analysis of hazardous procedures in the oil, gas and petrochemicals sectors. This technique allows for exhaustive testing of the project concept and installations, thus optimising the operability and safety of the project in question. HAZOP studies are recommended for processing and electric power plants, as well as storage installations and fluid distribution systems. HAZOP is based on an internationally reputed and proven methodology, whose effectiveness has been demonstrated in many industrial plants and installations.

Thanks to this agreement, Altran Spain is one of the three companies benefiting from a contract (until end-2012) to carry out studies on the dangers and operability in CEPSA installations and in Altran's Spanish subsidiaries. Once the work on the HAZOP study has been completed, the SIL analysis will be used to assess the safety integrity levels to be applied for the different safety functions implemented with respect to fire safety apparatus and gas installations, while verifying that these systems comply with the functional safety standards in effect.

Bienvenido VILLAZAN PINO – Senior consultant/FMD and security – Altran Spain

This project is based on a major long-term agreement which has enabled Altran to position itself as a company specialized in industrial safety studies dedicated to the oil, gas and petrochemicals sectors.



Action

Altran supporting safer transport of dangerous goods

Today, a considerable amount of dangerous substances are transported by land, water and air. In order to foresee transport-related risks, a regulatory framework has been set up, with rules that must be respected by the different players throughout the chain (packers, dispatchers, transporters and recipients). This framework requires the appointment of safety controllers.

Certain companies opt to outsource this function. In the Rhône-Alpes, all of the members in the Group's Environment, Safety and Hygiene team attached to Altran EEC are DGSA (Dangerous Goods Safety Advisor) qualified. The team thus provides services for companies in a wide array of sectors.

Nathalie CHARTOIRE – Senior consultant – Altran Rhône-Alpes – EEC

My job is to assist companies in the prevention of risks in terms of the environment, people and goods related to the transportation of dangerous goods. This process involves audits to assess practices and their compliance to regulations in effect, as well as the definition of improvement action plans, providing support in the implementation and follow-up of actions and staff training.



Altran in the field of sustainable finance



Action

Altran ensures compliance with the French law – the NRE law

In terms of sustainable development legislation, France is an exception since it is one of the few European countries to have adopted a new law on the SD theme. It is therefore important for the Group to be able to offer our clients a service enabling them to comply with NRE legislation (Nouvelle Réglementation de L'Economie – article 116) and communicate information and pertinent indicators concerning their commitments to this primordial international cause.

Pierre SABIN – Practice Manager Innovation – Finance & Sustainable Development – Altran CIS

This offering should enable our clients not only to comply with the law stipulating that all French companies listed on a regulated market must include in their annual reports a number of indicators as well as information concerning the firm's impact and management in the field of sustainable development, but also allow them to meet the increasing requirements of investors and shareholders.



Action

Altran Research in the field of sustainable finance

OSIRIS playing a determining role in the micro-credit segment

Initially, micro-finance was considered as a form of solidarity between the poor (those excluded from the banking system), who pooled their savings to finance their projects. Today, the micro-credit is considered as a major leverage for development and for the reduction in disparities. At present, over 3,000 micro-finance institutions provide financial services to 113 million micro-entrepreneurs worldwide. In addition, micro-finance is now attracting more and more retail banks.

Despite the increasing buoyancy of this segment, very few clinical studies have been carried out on the specific methodology and tools required to analyse the efficiency of these micro-finance institutions. This is the mission of the OSIRIS research project; to define the conceptual and specific tools to evaluate the micro-credit system so as to reveal the value of this activity within the sphere of sustainable finance.

Pascal de LIMA – Head economist – ALTRAN CIS – Director of Osiris project, Altran Research



In 2007, Pascal de LIMA published "Voyage au cœur d'une révolution : la micro-finance contre la pauvreté" (Journey to the Centre of a Revolution: micro-finance combating poverty), which was presented by Jacques Attali and Yann Arthus Bertrand and prefaced by Muhammad Yunus, founder member of the first micro-credit institution and Nobel Peace Prize winner in 2006.

Pierre-Emmanuel PY – OSIRIS Project Manager, Altran Research

We produced some very interesting results and our research work was accepted for publication in an academic review. Once the different stages of the research have been carried out, we would like to be in at the source of the project and monitor the different stages of the process through to applications and the Business Plan, in order to establish a commercial offering for organisations, such as the IMF.



Altran in the field of Corporate Social Responsibility



Although the human dimension of sustainable development is not always at the forefront, Altran does not overlook this aspect. In addition to the many training opportunities for our employees and consultants, one of our subsidiaries offers individual training schemes.

Action

Altran training solutions for those seeking a career change

Infolearn, Altran's Educational Services entity based in Switzerland, helps around 3,000 people a year looking to make a change in their professional career. Accredited as a training centre by the OCE (Office Cantonal de l'Emploi) Job Agencies in the Swiss cantons of Vaud and Fribourg since 1992, Infolearn takes pride in committing itself and its training teams to develop the methodological, functional and technological skills of IT professionals and other job seekers experienced in different sectors who place their confidence in the quality of the services provided by Altran to make a career change.

Nicolas MAYER - Managing Director - Altran Switzerland

Our training courses take account of the economic needs, the objectives to be achieved and the skills of each person that we interview during one-to-one meetings held to assess their knowledge and experience. Our trainers, who are all experts in their field, combine technical expertise and proven teaching methods in order to accompany their students through this transitional period and thus increase their chances of finding a job.



01
02
03
04
05

Altran in the field of medical progress



Altran operates throughout the healthcare chain from the conception to the production of drugs and medical appliances and solutions, through to the optimisation of hospital treatment. In this fast-growing sector that concerns us all, Altran's aim is to become a pioneer in medical technology.

Action

Cambridge Consultants gives birth to the "connected patient" concept

Cambridge Consultants has developed a technology that connects patients with their treatment devices (such as inhalers) and provides them with a direct link to healthcare support professionals and a range of on-line applications. "Connected patient" technology enables health-care specialists to monitor medication compliance, reduces long-term treatment costs and improves patient access to, and interaction with, healthcare providers.



"The idea behind the 'connected patient' is to enable seamless data transfer using wireless technologies and patient monitoring or treatment devices between the patient and his/her healthcare network (for example, the doctor's surgery, or via on-line healthcare applications, etc.) in order to encourage patients to follow the prescribed treatment, confirmed Phil LEVER, Commercial Director in charge of drug delivery devices at Cambridge Consultants. Using

medical devices to connect patients and their healthcare providers can reinforce treatment compliance, optimise therapeutic results and reduce long-term treatment costs."

Project focus

Development of a new artificial heart

The engineers, researchers and technicians of the Carmat enterprise have created a prototype of an artificial heart that replicates the behaviour of a human heart with an unprecedented accuracy. Altran ELiS was able to join the project thanks to its engineers who have both the medical knowledge and general skills in a number of fields such as electronics, mechanics and engineering systems.

Altran's team of six consultants is working in several specific areas: the definition of the overall system, the specification of the heart, the development of the software solutions ensuring heart beat regulation and the adaptation of the heart to the patient's lifestyle, as well as the definition and manufacturing of the prosthesis and the feasibility of the overall project.

The Carmat artificial heart therefore integrates the technological advances of other existing prostheses; it respects the criteria of biocompatibility with the human body and its functions are similar to those of a natural heart. Thanks to cutting-edge software and electronic captors similar to those used in flight calculators (which explains EADS' participation in the project) the artificial organ can, for example, adjust heart rate and blood pressure to match the level of physical effort.

The team of 70 is working towards a common goal: to develop a reliable solution that can be tested on human beings by the end of 2011. The company is hoping to commercialise this much-awaited project within the next three years: 17 million people a year die from cardiovascular diseases, and around 100,000 are on waiting lists for heart transplants.

Project focus

Creation of social healthcare portals

This Spanish project is based on the conception and development of portals geared to meet healthcare needs: an on-line platform with services linked to e-democracy, the participation and implication of the general public as well as the public management of healthcare initiatives and policies. The development of interactive forums addressing health-related issues (such as smoking, illness, healthcare needs, etc.) is also envisaged.

Since 2006, Altran has been working in conjunction with the directorate general of healthcare and innovation planning. The project entitled "Donner son opini@n est bon pour la santé" (Giving one's opini@n is good for health) is gaining momentum thanks to the support of the healthcare institution, "Ecole Andalouse de Santé Publique" in a number of different fields such as communication, the integration of a social network portal, as well as methodologies targeting active participation and the protection of technologies.

Ana MORILLA – Head of public policies – Altran Spain

This is a pioneer project in Europe in the field of public healthcare e-democracy which requires the implication of the general public to define health-related policies, as well as permanent interactive networks between the public authorities, the general public and healthcare specialists to monitor health-related actions and initiatives so as to meet peoples' needs. In addition to its content and innovative services, the project integrates the latest communication applications and savoir in terms of web 2.0 social networks and on-line interactive environments such as open government forums. Our aim is to promote the principles of transparency, responsibility, openness and flexibility in e-Participation policies on a real-time basis.



Project focus

Safer dialysis

Dialysis is a process of artificially purifying the blood, in the case of loss of kidney function, with the aid of a machine. At the request of one of its clients, Altran Italy has been working on the development of an innovative dialysis machine from A to Z (i.e. from specifications through to the validation of machines and software solutions). While a certain amount of headway has been made in this area over the last few years, the main advances have been in the design and development of the sterilisation process of the hydraulic circuit. The aim of this critical procedure is to eliminate bacteria and other substances that accumulate between each treatment session by using chemical and heat-based processes. The chemical solution (made up of water and disinfectant, diluted according to a specific ratio) remains in contact with the hydraulic components during the period required to guarantee optimal sterilisation. Bacteria are also attacked by the hot water (of up to 100 °C) that flows through the same circuit. The development of both of these solutions requires expertise in such areas as fluid dynamics for the design process, and programming at the implementation stage. The goal of Altran consultants committed to the optimisation of this project is to save human lives.

04

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Forging partnerships

One of Altran's top priorities is to accompany the development of our major client companies at the international level in order to ensure growth and expansion. The close ties forged between the Group and some of these major accounts can sometimes lead to medium or long-term partnerships that are considerably stronger than classic company/client relationships.

Nathalie BRUNEL – Global Account Managing Director

A Major Accounts Service for our clients

The aim of the Major Client Accounts service is to accompany our top clients at the international level. Our dedicated team coordinates with all of the Group's commercial development specialists in order to address the issues and challenges of our clients. To do this Altran has a network of Global Account Managers whose mission is to define our clients' international expansion and deployment strategy, while ensuring quality relations and client satisfaction. The role of our managers is also to encourage our clients to adopt a sustainable development approach; a theme that is of vital importance throughout the different sectors in which we operate and that underpins the ongoing global enhancement process and the dialogue with stakeholders. We have chosen the automobile and energy sectors to illustrate our sustainable strategy.



Nathalie PICHERY – Global Account Manager

In the automobile sector, our clients have, in turn, adopted an SD approach vis-à-vis their stakeholders ensuring that their suppliers are in compliance with their charters and strategies at the social, safety and environmental levels. At the social level, we commit ourselves, along with our clients, to respect human rights, while ensuring decent working conditions for our employees. As regards security, missions in the automobile industry are very specific and require optimal safety measures. It is, therefore, normal that our consultants are always able to meet our customers' requirements in terms of health and safety. In addition, we assist our clients on a daily basis towards achieving more sustainable technical and technological solutions. Our aim is to apply these solutions throughout the entire life span of the products. This "cradle to cradle" (C2C) approach gives real value-added to our R&D offering.



Najib AKRAM – Global Account Manager

In the energy sector, given the decline in natural resources, all of our major clients are becoming increasingly committed to a sustainable approach by extending their energy portfolios to include zero-carbon solutions. Group management forges partnerships with major clients in the energy sector in order to respect the environmental, social and safety policies. During our introduction seminars, all of our employees gain an insight into the overall implications of sustainable development and become acquainted with our clients' strategies, in terms of the environmental and safety issues of their industrial installations, as well as Altran's initiatives in this field. Altran has opted to go further at the environmental level by offering a number of our major clients electronic billing solutions to reduce the amount of paper and ink used. This kind of initiative strengthens and lends credibility to our sustainable development strategy.



José Ramón MAGARZO – Executive Director – Altran Spain & Portugal

Forging lasting ties with our clients

One of the main goals of Altran Spain is to ensure customer loyalty, especially as regards our long-standing clients that have put their confidence in us over the years, a factor that has helped to consolidate our positioning. Sustainable development is an important topic when it comes to strengthening ties with key clients, since sharing the same philosophy with respect to the environment and well-being makes us feel that, beyond the business aspect, we are working towards a common goal.



Action

Altran and its clients share the same values

Altran Italy has been a member of the Sodalitas foundation since 2008. This foundation has 75 member companies, most of which are clients of Altran Italy, and 80 volunteer managers. In Italy, Sodalitas is a reputed foundation with respect to promoting corporate responsibility and developing the management of non-profit making organisations.

The participation of Altran Italy allows us to share a “common heritage” with our major clients, founded on the values of the foundation, such as “human rights for human dignity”, as well as diversity, respect, responsibility, solidarity, commitment, transparency and social cohesion.

Action

Surpassing technological limits with the Renault F1 Team

As European leader and global player in innovation consulting, Altran is a natural and ideal partner for a carmaker like Renault, notably in the context of Formula One, considered to be the most prestigious of car races. After eight years of a fruitful partnership, and four world records, the partnership continues, with the Altran logo now apparent in the diamond-shaped badge of the Renault Monoplace, symbolising the reciprocal benefits of this partnership.

The Renault F1 Team, a racing car stable based on both sides of the Channel, creates Monoplaces from A to Z. At Viry-Châtillon, in the Paris region, Altran consultants help to enhance the engine’s breathing efficiency improve its reliability under extreme conditions and optimise its performance via on-board electronics. The Enstone plant in Oxfordshire, UK, which specialises in chassis and gearboxes, also benefits from the savoir-faire of Altran and its consultants in the fields of project and audit management as well as real-time simulation (V-Car project).

03

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Developing a research programme focused on the priorities of the future



Altran Research: R&D in support of sustainable innovation



Altran Research is a research centre based on an original concept. The idea consists in mobilising our consultants during intercontract periods to focus on research projects funded by Group equity; projects based on themes that we believe will interest our clients and contribute to Altran's development.

Our two-pronged innovation strategy is based on community research, which benefits from the unique array of skills and experiences available within the Altran Group, and our sustainable innovation concept geared to promoting solutions that are guaranteed to last in order to satisfy basic needs.

In 2009, we mounted over twenty projects. Altran Research launched a "research-consulting centre", a methodology-based structure geared to Group activities and to supplementing our clients' research efforts. An example, within this framework, is the conception of a method to define a given problem and to identify, evaluate, compare and propose different solutions. For each case study, our aim is to develop decision-making support systems and consulting offerings in order to help our clients deal with increasingly complex problems.

The bulk of Altran Research's projects are designed to develop this methodological approach in the field of sustainable development and to address issues such as: how to assess the global performances of products and services based on sustainable criteria that often have to be invented. This necessitates in-depth research that is technical, complex and based on a multidisciplinary approach. It also means the invention of new methods. This kind of research is at the heart of our strategy and guides our scientific orientation.

Dr. Valérie ARCHAMBAULT – Director of Altran Research

Several examples of Altran Research projects

SAGES ("Structure Allégée Garantissant l'Efficacité et la Sécurité": Lightweight structure guaranteeing efficiency and safety)



Reducing the mass of a vehicle allows for a reduction in petrol consumption, CO₂ emissions and other polluting substances. However, this should not be done to the detriment of safety. Many R&D programmes are already under way, offering a wide range of possible solutions in terms of materials, concepts and procedures, etc.

Altran Research aims to participate in the R&D efforts in the automotive segment by offering the different sector players a new consulting service. In this respect, the aim of the SAGES project is to design new methods to assess lightweight solutions according to a set of sustainable criteria (environmental, social, economic) that need to be defined. This system could, for instance, facilitate the choice of the appropriate solution and also provide the basis for a marketing strategy if it proved to have a positive impact on the environment.

Morgane ROMAN – Scientific director, Altran Research

Altran Research has given me a unique opportunity to work on the sustainable-development themes of the future. Being a lead project manager is extremely demanding at the management level. It meant I had to acquire a global vision while keeping sight of our objectives, and manage a team of researchers, some of whom senior staff members. The fact that I was particularly young for the job was a challenge. It also allowed me to widen my in-house and out-house networks. At present I am working with the scientific corporate management team and am in charge of the transverse tasks for several environmental projects.



PHOTOV: optimised photovoltaic solutions



Photovoltaic is classed as a renewable energy source since it is based on sunlight, which is an inexhaustible source of energy. While the market for photovoltaic systems connected to networks has been remarkably fast in France, volumes are limited relative to levels recorded in other European countries (around 100 times less than in Germany⁽¹⁾).

(1) source: www.ademe.fr

Vu Kim Phuong HOANG – Scientific director, Altran Research

Altran Research is involved in this dynamic sector via the PHOTOV research project which aims to set up a system to monitor technical problems (breakdowns, non-optimal functionalities) and the environmental performance of photovoltaic systems according to local specifications of application. This system could be applied during the design stage of a PV system (for technology selection or for proposing solutions to foreseeable problems), as well as for maintenance purposes.



Aymeric FENSCH – Lead Project Manager for PHOTOV – Altran Research

The PHOTOV project allowed some of us to discover, and others to develop and share, our skills in the field of solar energy. Thanks to Altran Research, the contact between researchers in a large number of sites (The Paris Region and Provinces) has been an extremely enriching experience.



EMI (Electro Magnetic Impact) under the microscope



Since the advent and commercialisation of digital mobile telephone networks, we have been engulfed in an increasingly dense electromagnetic environment. The sources are multiple and omnipresent. Nevertheless, there is still no exhaustive updated cartography of these electromagnetic rays. This is the challenge of the EMI (Electro Magnetic Impact) project.

The aim of the EMI project is to design an exhaustive, real-time cartography of these electromagnetic rays that, for example, permits a greater control of people's exposure to electromagnetic fields as well as the possibility of better anticipating the impact of changes in infrastructure and allows people to make decisions based on the results of these findings.

Vincent LAPADU-HARGUES – EMI Project Manager, Altran Research

In my opinion, this project is particularly important at a time when the impact of electromagnetic waves is being called into question.



DoPP: Assistive domotics for autonomy in the home



In France, one person in five is currently over 60. By 2050, this ratio will have been reduced to one in three⁽²⁾. Personal needs in terms of healthcare and assistance are thus set to increase. Home automation could facilitate the daily tasks of the disabled and the least autonomous.

The aim of the DoPP project is to gain a better understanding of the needs and therefore be able to identify the solutions. For example, as a result of this analysis, disabled people will be offered a combination of solutions depending on their environment, expectations and requirements (kind of disability, habitat, family situation, budget, etc.).

(2) Source: www.insee.fr

Méline GUELOU – DoPP Project Manager, Altran Research

My first impression of Altran Research was that it was a fantastic opportunity for me to develop my technical skills and work in a team with other consultants. Above all, I really appreciate the possibility of being able to participate in the development of a useful system designed to improve the quality of peoples' lives.



OASIS: smoothing out regional discrepancies regarding access to healthcare



To fight against the growing exodus of doctors from certain regions, the researchers attached to the OASIS project are reflecting on the tools required to analyse the problems encountered by patients; a vital step towards the development of customised offerings, both in terms of technical (i.e. tele-medicine, on-line medical records) and organisational (i.e. healthcare institutions) solutions. At the same time, the project aims to optimise medical demography by lending support to doctors wishing to set up in areas where there is a shortage of practitioners.

Gabriele PIATON – Scientific and Health Director, Altran Research

BIOMAT: sustainable bio-based materials



The inevitable shortage of fossil resources (oil, coal, natural gas) combined with uncertainties over oil prices and the growing global awareness of climate-change risk provide a favourable backdrop for bio-based materials. In 2004, the consumption of biofuels and bio-based products represented 0.74 Mtep in the fuel, petrochemical and lubricant sectors, and could account for 3.3 Mtep⁽³⁾ in 2010.

The aim of the BIOMAT project is to perfect evaluation methods for assessing the overall sustainability of bio-based materials such as bioplastics.

Fabien BERGER – Scientific director, Altran Research

(3) source: www.ademe.fr

Véronique ALLA – BIOMAT Project Manager, Altran Research

We have observed the growing shortage of fossil resources on our planet. If we do not invest as of now in the responsible management of these resources, what will there be left for us to bequeath to our children? Being able to contribute to the BIOMAT project is an opportunity for me! I feel that I'm contributing to a project that is worthwhile, both for society and for Altran, and, that I am increasing my range of skills.



Ettore MONTI – Manager of Telecoms and Media, Altran – Director of LABS

Altran Italy's "Open innovation": a meeting of the worlds

Open (or Distributed) Innovation is based on the theory that, even if a company has its own R&D department, a small percentage of the ideas it produces is derived from universities, other companies, clients and end-users, or company employees, etc. In this particular case, the "Open Innovation" project, which was set up in 2008 and continued throughout 2009, has led to the creation of the organisational tools required to activate and manage systematically and continually the relationships between the subjects (i.e. the designers) and, in general, those supplying the innovative content (ideas, patents, solutions, savoir-faire and business plans).



Miguel Angel PAZ – Head of R&D solutions – Altran Spain

Research devoted to sustainable projects

In keeping with Altran's strategy of working in partnership with its clients, Altran Spain set up several R&D projects in 2009 in various fields: renewable energy, composite materials, aeronautics, aerospace, air traffic, etc. In particular, Altran, in the role of coordinator, took part in the SIGMASOLES project, involving 17 public and private national entities, the aim of the project being to position Spain as the major player in the concentrated photovoltaic (CPV) segment of the solar energy sector. In addition, Altran plans to develop a project to carry out testing on bamboo biocomposites, as a follow-up to the BambHaus project, financed by the Altran Foundation.



02
03
04
05

Managing quality to assure quality

THREE QUESTIONS FOR

Philippe ROUGIER - Quality Director - France

What is Altran Excellence?

Altran Excellence is the quality and professional risk management system implemented in Altran's France-based entities. Directly sponsored by Altran's Executive Committee, this management system aims to guarantee customer and stakeholder satisfaction, while ensuring increased efficiency in the running of the company.

Set up in 2007, following the merger of the 26 French companies, to define and implement common Group practices, Altran Excellence involves 7 operating entities and 8,000 people. The system has obtained four certifications; ISO 9001, EN 9100 (aerospace ad defence), MASE (personal safety) and CEFRI (training and dosimetric monitoring of workers exposed to ionising radiation).

What are the guidelines of the system's 2010 quality policy?

The 2010 Quality Policy is based on an analysis carried out to assess the efficiency of the procedures implemented at each operating entity.

This policy, which is decided on by the Group Chairman is geared to optimising our practices in order to guarantee the quality of our services and Group performances.

The 2010 progress policy is mainly targeting:

- *an improvement in our ability to analyse the reasons for performance variations and asses the efficiency of our actions*
- *the standardisation, at business meetings, of guidance on the quality and safety indicators of our services*
- *the strengthening of our risk and quality control practices as well as our outsourcing management strategy*
- *the standardisation of our practices to ensure personal safety.*

What innovations are planned for 2010?

We have extended our certification scope to include the legal entity Altran CIS, which obtained ISO 9001 certification in June 2010 and by end-2010, we will have integrated expertise in personal safety control practices. At present, we are preparing a programme to validate the overall benefits of our resources implemented to ensure Altran Excellence practices in terms of quality, personal safety and IT systems security.

I am convinced of the need to continually improve our practices, and hope that Altran Excellence will benefit further out from the feedback of the Group's other entities.



Action

Altran supports ISO 14001 certification



Aspects underpinning ISO 14001 certification include: optimisation of environmental performance, brand image and the ability to satisfy customer demands.

The certified auditors of the Altran Rhone-Alpes' business line, EEC®, guide their clients in this quest for continuous improvement. EEC provides support in client-project deployment as well as its auditing expertise. With respect both to mock audits, carried out prior to certification, or internal audits implemented throughout the

lifespan of a company, the aim is always to provide real added value for the client, by underscoring the areas of potential improvement, both at the technical and organisational levels.

In addition to the basic skills with respect to regulations and norms (knowledge of environmental aspects and impacts, expertise in audit techniques, etc.), the implementation of management-system audits also requires a lot of rigour, notably with a real ability to listen and an excellent knowledge of industrial processes and company organisation.

*David SOUPRAYEN - Head of QHSE division - EHS consultant
- ICAE Auditor - Altran Rhône-Alpes*

Walter MARTINOGLIO - Head of Purchasing - Altran Italy

Quality, a universal question

At Altran Italy, we have set up a safety and security committee responsible to the Italian Board of Directors. This committee monitors quality, safety and security issues according to the client's approach. In 2009, DNV granted Altran Italy ISO 9001:2000 certification.

When it was founded, Altran Italy set up an audit committee responsible for the optimisation of the overall processes and procedures of the company. The purpose of the committee is to improve in-house relations between managers and human resources, as well as external relations with our other stakeholders.



Miguel ARJONA - Director of Quality and Knowledge Management Altran Spain

The golden rule to ensure flawless quality

Our quality policy is underpinned by principles such as our commitments to people and client companies, innovative initiative, team work and ongoing change. As such, we focus on client satisfaction by adapting to their needs, constantly taking up new challenges and defining new areas of potential improvement. In addition, we encourage our staff to adopt a competitive spirit and motivate our employees by optimising the performances of each department and organisation. To do this, we chose the very best, in terms of human resources and equipment, while ensuring compliance with existing legal and regulatory standards.



04

05

Promoting sustainable development practices vis-à-vis our suppliers



3 QUESTIONS FOR

David ERNEST – Manager of Client Support and Quality at Faceo



What is Faceo's policy in terms of Sustainable Development?

Faceo's commitment to sustainable development is three-fold:

- 1 To support sector initiatives and promote sustainable development principles both inside and outside our profession. This commitment prompted us to become a member of the UN Global Compact in 2007, as well as the Sustainable Building Alliance, and to promote the High Quality Environment standard within our profession via the SYPEMI, the French Association of Facility Management.
- 2 Faceo applies sustainable development principles in-house in accordance with ISO 14001 certification which the company has obtained for its head office in Buc, (France) and implements Quality Environmental Practices. At the social corporate level, Faceo has obtained OHSAS 18001 certification for the application of best practices ensuring safety in the workplace and privileges the recruitment of disabled employees to provide Facility-Management services (in link with its clients).
- 3 In addition, Faceo has elaborated a set of guidelines to assist its clients with regard to their sustainable development strategies. These initiatives include the sustainable footprint, which enables a rapid analysis of how a building functions in terms of SD standards (including social criteria) and a range of action plans (organised by rank of importance) such as Green FM (Green Facility Management), geared to enhancing the environmental performances of our clients' services, the operational preparation for High Quality Environment (HQE) certification and the implementation of the Energy Performance Contract (EPC). At the social corporate level, Faceo provides its clients' Facility Management services via its subsidiary, Faceo Entreprise Adaptée, which promotes the integration of disabled persons excluded from the workplace. This approach is reinforced by support from the ADIVE (Agence pour la Diversité Entrepreneuriale), which promotes corporate diversity, and the SIAE (Structures d'Insertion par l'Activité Economique), an economic reinsertion structure offering employment opportunities in areas such as waste sorting.

What are Faceo's commitments vis-à-vis Altran as regards sustainable development ?

As regards Altran, Faceo's commitment involves examining all of the different solutions permitting the integration of disabled employees in Facility-Management activities and certain other areas. Faceo will also carry out a sustainable imprint of the Libertis and Gouvion office buildings and draw up joint action plans with Altran for both offices. Within this context, Faceo will help Altran set up a waste sorting system and implement measures to promote safety and healthcare in the workplace. A consolidated report on the environmental indicators of the building (for the most part overseen by FACEO) will be drawn up and sent to Altran.

What are the main features of the Faceo / Altran partnership?

Faceo and Altran benefit from a cross-partnership: with respect to Facility Management, Faceo works alongside Altran to initiate, implement and monitor a series of joint operations in the field of sustainable development for application in site management. In the context of its energy performance consulting services, Altran's Sustainable Development Practices department works in conjunction with Faceo to ensure the deployment of energy performance solutions for its clients. This kind of cross-partnership optimises cooperation between the two companies and thus forges ties that are considerably stronger than classic customer-supplier relationships. The fact that our fields of expertise are complementary allows us to be proactive and innovating, while contributing to each other's sustainable value.



Developing our role as regional project partner

Action

Setting up innovation networks with competitive clusters

The decline in the growth of R&D investment, coupled with the competitive clout of the US and more recently China, has led to the creation of competitive clusters in a bid to counter these trends. For the last five years, these clusters have brought together companies, research centres and training organisations targeting a common goal: the creation of partnerships necessary for the development of innovative projects in a wide range of fields, such as telecommunications, the automotive industry, financial services, the digital content sector and healthcare.

As a player dedicated to innovation and corporate competitiveness, Altran is a member of nine competitive clusters. In 2008, the Group became a member of System@tic, the largest cluster in France, which is dedicated to the design, realisation and control of complex systems. In addition, since 2 February 2009, Altran has been at the helm of the Neptune project, Europe's first test platform for ultra high-speed wireless networks, and the Group has been a member of the Management Board of System@tic (Paris region) since 22 June, 2009.

In view of the increasing complexity of technologies, we believe that the creation of innovation networks is inevitable. As such, Altran has opted to contribute to the development of competitive clusters in order to provide an effective stimulus for innovation and joint R&D projects. Competitive clusters thus stand to provide considerable leverage for sustainable economic development in France.

Frédéric GRARD, Vice President of the Altran Group

The aim to develop our cooperation with innovative SMEs is a strategic option for the Group. We must assess the potential of these new sustainable-growth sources, while respecting the independence of the SMEs that we decide to back. The actions we have carried out, with respect to the International SME pact and competitive clusters, underscore our determination to support these innovative economic players in their quest to conquer international markets.



Action

Backing French SME deployment within the context of the International SME Pact

Altran's efforts at the regional level do not stop there. In 2009, the Group signed the International SME Pact and, in 2010, was elected administrator.

In addition, via Altran's Venture Innovation Partner programme, "Le Pacte PME Altran", the Group's objective is to encourage and support the innovation of French SMEs both at home and abroad and thus contribute to the development of a virtuous ecosystem. Dedicated to SMEs, the strategies of the Altran pact are threefold:

- 1 Promote innovation by encouraging meetings between senior consultants, Altran managers and the heads of innovative SMEs in order to discuss innovative strategies and their views on the market and technologies.
- 2 Build up local businesses by integrating core technologies in strategic offerings.
- 3 Support the development of SMEs abroad by providing consulting, accommodation and strategic assistance.

BUSINESS
Local Development

EXPORT
International Achievement

INNOVATION
Technological Market



Action

Altran commits itself to sustainable finance via the French Socially Responsible Investment Forum (FIR)

By becoming a member of the French Socially Responsible Investment Forum, FIR (Forum pour l'Investissement Responsable), Altran CIS Paris aims to extend its sustainable development efforts to the field of finance, notably in terms of Socially Responsible Investment (SRI). In 2009, therefore, Altran CIS Paris set up a department dedicated to sustainable finance within the Altran Financial Services division.

Sébastien CHEVREL, Executive Director of Altran Financial Services

Our aim to become an essential actor in the transformation of the financial environment prompted us to become a member of the Socially Responsible Investment Forum (FIR). Our participation in a number of FIR work groups has prompted us to think about the best ways to meet market expectations, while paving the way for a more responsible financial world. Altran CIS is now the first Organisation and IT systems consulting group with the privilege of sitting on the forum.



Robin EDME, President of the French Socially Responsible Investment Forum

The members of our association are pleased to see the interest that new players are showing in the promotion of Socially Responsible Investment (SRI) and we are happy to welcome Altran Financial Services to the forum, especially at a time when the pooling of energy is more than ever indispensable for the development of SRI.

Managing and controlling risk

Altran brings internal auditing control back in house

To further enhance the company's performance, Altran appointed Internal Audit Director, in 2008, to bring internal auditing back in-house. Until then, this function had been completely outsourced. The objective of Altran's internal audit is to enhance the quality of the Group's organization, procedures and services. This should provide significant leverage at the general management level and serve as a key factor in controlling operations. The setting up of this internal auditing department is completely in keeping with Altran's aim to forge strategic partnerships with its clients by accompanying them in their international strategies and their projects of commitment.

Theme number 2: "A company in which to live and grow"

Challenges

- Raise sustainable development awareness of our employees
- Foster staff employability and mobility
- Promote non-discrimination, diversity and equal opportunity
- Develop a meaningful social dialogue
- Preserve the health and safety of our employees and insure them against risk
- Turn Altran into a social network
- Promote a recruitment strategy based on diversity and equal opportunity for our employee candidates
- Raise sustainable development awareness of students
- Boost innovative young talent
- Promote technological innovation for the common good.
- Be a loyal and committed partner



Overview of Altran's social and society-based actions

Stakeholders panel	Key figures	Challenges	Objectives
<p>Employees</p>	<ul style="list-style-type: none"> ● A staff of more than 17,000 employees ● Around 38% of our French employees followed a training programme in 2009 ● In-house training centre (AMI) created 10 years ago ● 171 staff transfers to 8 different countries ● In 2009, employees with disabilities accounted for 0.22% of the Group's staff in France, 1.64% in Italy and 2.0% in Spain. ● In 2009, female employees accounted for 22% of the Group's staff in France, 30% in Italy and 32% in Spain ● 3.45% of Group employees in France are over 50 ● Around 80% of Group employees work on client premises ● Thousands of ex-Altran employees throughout the world 	<ul style="list-style-type: none"> ● Raise sustainable development awareness of our employees ● Foster staff employability and mobility ● Promote non-discrimination, diversity and equal opportunity ● Develop a meaningful social dialogue ● Preserve the health and safety of our employees and insure them against risk ● Turn Altran into a social network 	<ul style="list-style-type: none"> ● Raise our employee's awareness ● Promote the professional development of our employees ● Enhance internal mobility of our employees ● Promote diversity in the workplace ● Promote the employment of disabled people ● Encourage women's leadership at Altran ● Promote career enhancement of senior employees ● Staff survey geared to measuring employee satisfaction ● Improve access to and transmission of information ● Forge ties and foster interactivity with Altran employees ● Protection against risk ● Preserve the safety of our employees ● Help employees manage their professional and personal lives ● Establish lasting relationships with our former employees

Projects and accomplishments

- Build up of Altran's Corporate -Responsibility Community on the Group's intranet, notably via the monthly on-line publication of the Global Compact Report (in French and in English).
- Organisation of operations to raise staff awareness: surveys, production of eco-gesture films (in the workplace and at home), Sustainable Development Week, etc.
- On-line publication on Group intranet of feedback on the challenges presented at the Copenhagen Summit
- Launch of a project to harmonise career development within the Group
- Development of the Altran Management Institute (AMI)
- Pursuit of the Mov'Altran programme, created in 2006
- Publication of the Group's internal mobility guide
- Altran signs the Corporate Diversity Charter and creation of Diversity Commission in France
- Altran signs the French Youth Charter on Diversity in Education
- In-house team set up by external services provider of key corporate support systems such as Human Resources, communications, Purchasing, etc
- Audit carried out on working conditions for Altran's disabled employees in France
- Creation of "Mission Handicap", a department in charge of disability in the workplace in France (divisional director appointed and regional sub-divisions set up)
- Develop actions taken in France to promote recruitment and integration, and maintain disabled staff in employment (adaptation of workstations, etc)
- Organisation of several operations geared to raising awareness (Partnership with Fédération Française Handisport, launch of in-house competition on the subject of disability, inclusion of "disabled employment" as a theme in manager training programmes)
- Altran Spain signs agreement with the Federation of Associations of People with Physical and Organic Disability (FAMMA)
- Creation of the Group's women's network "Women of Altran Worldwide" (WAW)
- Launch of a dedicated community on Group intranet
- In-house survey carried out with members of the WAW
- Altran signs an agreement concerning senior employees in France
- Creation of an action programme for senior employees and a dedicated page on Group intranet
- Launch of an employee-satisfaction survey at Group level (analysis in process)
- Constant updating of Altran's intranet to meet the needs and expectations of Group employees throughout the world (accessibility, ease of use, reactivity, etc)
- Organisation, on a regular basis, of in-house competitions in France and abroad on the intranet
- Management of the "Happy Hour" cultural blog for French employees on Group intranet
- Creation in France of a community dedicated to health in the workplace on the intranet
- Organisation of theme days (Blood donation, Aids, Road safety, etc)
- Integration of new recruits and training in safety regulations
- Implementation of prevention plans and adequate training schemes
- Company buildings brought up to standard
- Altran obtains EFR certification in Spain
- Launch of project to create the Alumni network
- Launch of the "se faire du bien le midi" campaign in France; a programme of free Tai Chi courses offered to staff in the Paris-based offices during the lunch break
- In-house dry cleaning service started up at the company's head office in Paris
- Launch of project to create the Alumni network

Stakeholders panel	Key figures	Challenges	Objectives
Candidates	<ul style="list-style-type: none"> ● More than 24,000 candidates every year in France ● More than 650 recruitments in France in 2009 ● Around 100 academic partnerships with specialised schools and universities throughout the world ● Participation at more than 300 student events and trade fairs 	<ul style="list-style-type: none"> ● Promote a recruitment strategy based on diversity and equal opportunity for our employee candidates ● Raise sustainable-development awareness of students ● Boost innovative young talent 	<ul style="list-style-type: none"> ● Encourage students ● Help young talent turn their dreams into reality ● Partnerships with students
Suppliers	<ul style="list-style-type: none"> ● From 10 to over 6000 regional suppliers depending on the country 	<ul style="list-style-type: none"> ● Develop recourse to employment of disabled people 	<ul style="list-style-type: none"> ● Forge partnerships with sheltered-employment workshops in France (number of partnerships tripled in 2009)
Civil society	<ul style="list-style-type: none"> ● 13 projects supported by the Altran Foundation for Innovation 	<ul style="list-style-type: none"> ● Promote technological innovation for the common good. ● Be a loyal and committed partner 	<ul style="list-style-type: none"> ● Support initiators of innovative projects ● Support exemplary players

Projects and accomplishments

- Participation in specialised trade fairs such Paris de la Diversité, etc.
 - Participation in student projects (Carbon Footprint and the inter-group mobility plan with Centrale Nantes, France)
 - Two young student winners of the 7th season of the Altran Engineering Academy (AEA), awarded internships with Renault F1 teams in England and in France.
 - Participation for the fourth year running in the Edhec Regatta alongside the Club Voile de Centrale Paris (France)
 - For the second time, Altran participates in the Coupe de France de Robotique (robotic competition)
 - Renewal of 15-year old partnership with the CNJE - Confédération Nationale des Junior-Entreprises (National Confederation for Young Enterprises) in France
-
- Creation of Altran's first in-house ironing service at Group headquarters (Libertis), in association with ESAT (Etablissement et Service d'Aide par le Travail), Ateliers Cité-Jardins
-
- Actively supports and accompanies the "BambHaus" project (awarded first price by the Foundation in 2008)
 - Launch of the Altran-Cercle Santé Société prize based on the theme "Innovation and the quality of health-care"
 - Development of partnerships with several charitable associations ("Enfants du Mékong" - France, the "Maison d'Enfants Reine Marie Henriette" - Belgium, Soloterre - Italy).
 - Creation of "Somos Mass" a supportive action programme in Spain
 - Organisation of several operations associated with the "Restos du Coeur" and the Telethon in France

01
02
03
04
05

Raise sustainable development awareness of our employees



A community dedicated to sustainable development

Since 2008, Altran's dedicated Corporate Responsibility community on the Group's intranet provides 1/ a web page for informing and raising the awareness of company staff members to the sustainable development projects carried out by the Group, 2/ an exchange forum, 3/ a page detailing the good practices implemented by Altran throughout all of its companies and 4/ an open window on the practices, reactions and opinions with respect to sustainable development worldwide. The company intranet also provides a privileged access to the actions and communications related to the UN Global Compact.

The "Sustainable Development and You" in-house survey

To get a better understanding of the expectations of its employees and their perception of sustainable development, the Group carried out an in-house consultant survey between 9 March and 6 April 2009. With more than 1,000 participants, the survey, above all, revealed the employees' keen interest in sustainable development and underscored their implication, already apparent both in terms of their professional and private lives. The survey also reflected the growing awareness of Altran's customers and suppliers in sustainable development.

On-line publication of note on political and technological challenges raised at the Copenhagen Summit



During the Copenhagen Summit, which was held between 7 and 18 December 2009, Altran's Sustainable Development Commission sought to raise the awareness of its employees to the political and technological impact of the international debates and endeavoured to measure the possible consequences on Altran's businesses. As such, the company published a note, in French and English, on the intranet in order to respond to questions in three problem areas:

- Following the negotiations, what means will the Member States deploy in response to the problems of global warming and inequality?
- What is the maximum level of international commitment in the fight against global warming and how will these efforts be shared out between the developed and developing countries
- Above all, beyond the political commitments and the probability of a new international treaty, what are the possible results of the Copenhagen summit in terms of international cooperation, notably with respect to technological transfer?

Production of eco-gesture films

For the last two events scheduled during Sustainable Development Week, Altran's SD Commission offered Group employees the possibility of producing films on eco-gestures in the workplace and at home. This initiative resulted in the creation of several short films on a variety of SD themes: energy, water, waste, food, etc. Different sequences proposed by the Group's staff members were combined to produce several funny, yet educational films. They can now be viewed on the Altran intranet community page dedicated to sustainable development.



Foster staff employability and mobility

To achieve its goal of becoming the employer of choice, Altran is focused on developing its employees' skills, encouraging mobility and offering career enhancement opportunities.

Promoting career enhancement

The consulting business and management process have evolved considerably since the 1980s, guided not only by technological progress and new techniques, but also by clients' needs and trends in the employment market, which have become increasingly more demanding. In view of this, and the fact that up until just a few years ago Altran was still made up of several hundred brands, the Group decided to carry out an in-depth analysis of its business activities and the career opportunities it could offer its employees.

In 2008, Altran's Human Resources department launched a career-path programme adapted to these new conditions. The first stage of the operation involved an examination of the existing situation within the Group's entities and the defining of a work plan to determine the different career-path possibilities and combinations. These career-paths, which are currently in the process of being defined, will serve as the basis for individual performance and development management plans.

**Philippe VRANCKX - Director of Human Resources
Altran Belgium and Luxembourg**

Our goal is to enhance the status of our consultants and set up a harmonious standardised talent-management system within the Group. This is in line with our aim of becoming one of the best employers on the market.



At the same time, the Group has launched two other operations:

- The implementation of a clearly-defined set of mobility regulations within the Group to facilitate staff mobility between different companies and jobs. As part of this operation the Group has already published the Altran Mobility Guide.
- The creation of a social network for former Altran consultants. "We are convinced that many of our ex-employees may want to stay in contact with their former colleagues. As such, we will be considering the different ways to develop a veterans' network and maintain contact with those wishing to keep in touch", stated Philippe VRANCKX - Director of Human Resources Altran Belgium and Luxembourg.

02
03
04
05

Staff training; International Management Academy (IMA)

The Altran International Management Academy (IMA) was created more than 10 years ago to help our employees develop their skills and personal talents with a view to enhancing performance. To do this, the IMA calls upon experienced, in-house trainers with previous experience in support and operating functions and a sound knowledge of the Group and its businesses. Their role is to transmit the company culture to new recruits.

To achieve this, the IMA has set up several different courses and training solutions that are constantly being up-dated to meet the everyday operating needs of our teams and the challenges facing the Group. The training scheme offers support for each employee throughout his/her career with Altran.

Sébastien LAUVERGNE – Director of IMA

In addition to one-to-one courses set up at the different IMA centres abroad, we also offer our employees the possibility of correspondence courses. This is a more flexible solution and less restrictive for our staff members whose availability varies in terms of region and time. These tools give access to interactive learning solutions, in a variety of fields: project management, office tasks, communication, Six Sigma, preparation for PMP/PMI certification, courses in Java (Sun Microsystems), MS.NET, MS Project, etc. Throughout the training process, trainees are monitored via a series of tests which assess their progress and focuses on any areas of weaknesses requiring particular attention.

Promoting internal mobility: Mov'Altran

Mov'Altran is a programme designed for all Altran employees wishing to move to another region/ country or expand their knowledge of a specific sector by assuming new responsibilities.

Mov' Altran has grown steadily since it was set up four years ago. In 2009, more than 600 staff members requested a transfer to another region or country. 25% of the applicants (including consultants, managers and support function employees) obtained transfers to their region or country of choice.

Yann SCAVENNEC - International Mobility Manager

Within Altran's Mobility Division, our goal is to integrate sustainable development practices into our daily operations. Our primary focus is the environment: our aim here is to reduce our environmental impact by, for example, adapting the means of transport and implementing joint removals and pooled merchandise shipment, in conjunction with the Purchasing Department and our suppliers. Our second area of focus is healthcare. Here, we implemented a system for the distribution of masks and practical guides during the swine flu epidemic in 2009. This year, our objective is to strengthen our partnerships with our specialised suppliers to improve safety for our staff members travelling abroad.



Promote non-discrimination, diversity and equal opportunity

Promoting diversity in the workplace

Altran signs the Diversity Charter

After adhering to the UN Global Compact, Altran pursued its commitment as a socially responsible company by signing the Diversity Charter, which was inspired by the proposition made by Laurence Méhaignerie and Yazid Sabeg in their report entitled “Les oubliés de l’égalité des chances” (“equality is the soul of equity”), published by the Institut Montaigne in 2004. The aim of the Diversity Charter is to encourage companies to combat discrimination in a concrete manner by adopting recruitment strategies that better reflect the diversity of the French population. By signing the Diversity Charter, Altran made a commitment to support diversity in all of its forms within the company and promote difference as an asset and something to be proud of.

In addition, the Group has been a signatory of the Corporate Commitment Charter for Equal Opportunity in Education for several years.



Albert REIS, Director of Human Resources - Altran CIS, France

Our Group wanted to make this commitment because diversity is an essential subject, particularly for a company with an international profile, a big recruiter in the sector and a major employer of men and women worldwide. Moreover, being a “employer of choice”, which is fundamental to group strategy, requires a solid commitment with respect to diversity. Our first steps have involved an assessment of the different facets of diversity within our company. In our opinion, we must have a sound knowledge of our environment in order to implement an efficient plan of action. At the same time, we have started raising the awareness of our employees, since awareness is the first vital step towards arousing the collective consciousness which is essential in gaining the support of our team and carrying out joint operations.



Action

Altran Italy signs the Corporate Commitment Charter for Equal Opportunity in the Workplace

Altran Italy is one of the 51 companies to have signed the Corporate Commitment Charter for Equal Opportunity in the Workplace, which is promoted by the Sodalitas Foundation, the AIDAF (the Italian Association for Family-owned Businesses), the AIDD (Italian Association for Business Women and Company Directresses), Impronta Etica (a non-profit making association made up of companies, utilities and public sector organisation), the UCID (Italian Christian Union of Business Executives) as well as the National Bureau for Equal Opportunity in association with the Ministry of Employment, Health and Social Security and the Ministry of Equal Opportunity. The charter is a declaration of intent, which can be signed by companies of any size, to promote a corporate culture and an integration-based human resources strategy free from discrimination or prejudice that values the talent and diversity of their employees. Companies wishing to adhere to the charter must complete a questionnaire concerning corporate actions in order to determine how to implement the charter in Italy. The first questionnaire is expected in 2010.

Promoting the employment of disabled people

For almost a year, Altran has been actively involved in implementing a recruitment strategy promoting the employment of disabled people. In May 2009, Altran carried out a company-assessment operation of its operations in France to determine the priority actions to be taken in this area, and a department in charge of disability in the workplace ("Mission Handicap") was set up to implement these initiatives and ensure support for Altran's disabled employees.

The three key actions decided upon include:

- The recruitment of disabled people, as well as the integration of disabled consultants (DC), employed on a temporary basis and DC trainees undergoing professional conversion
- Recourse to outsourcing via sheltered-employment organisations such as ESAT (Etablissements et Services d'Aides par le Travail) and adapted companies
- Job security for employees protected by the 11 February 2005 law on equality of rights and opportunities for disabled people.

In addition, Altran wishes to raise the awareness of its employees to the question of disability so that its staff is better informed and equipped to integrate and work with disabled people.

INTERVIEW

Martine SERRE – Head of "Mission Handicap" - Altran's Disability Department

How did "Mission Handicap" come about?

Following the assessment of Altran's offices in France by an external consulting firm, the first series of actions were implemented in May 2009. Although the disability scheme is a long-term commitment, the idea was to rapidly give the plan maximum coverage, while underscoring its efficiency. We, therefore, decided to put our primary focus on outsourcing and immediately set up agreements with sheltered-employment workshops to employ disabled people on several different projects: for short-term employee contracts at Altran offices, production work and the printing of documents such as the new consultant orientation guide.

How has this been received?

The question of disability is still relatively taboo within the company and, as such, often the source of apprehension. We have, therefore, tried to adopt a positive approach, avoiding legal constraints as much as possible. As such, we are developing veritable partnerships with these disabled-employee recruitment organisations from which we demand the same level of quality as for our other suppliers. Judging by the feedback that I have received, these suppliers are respecting our demands and the quality of service just gets better and better. Everyone is learning from each other as they would do in a traditional partnership.

What other actions has the Disability Department carried out?

We have also been focusing on Altran's in-house employees with disabilities and in particular those who became disabled during their professional career resulting from an accident or illness. Several actions to accompany our disabled employees and guarantee their job security have been implemented in conjunction with the occupational medical centre which is an essential partner. Another priority of "Mission Handicap" is to raise the awareness of Altran's staff members, and notably the business managers who are the main recruiters and, therefore, the first people likely to be confronted with problems linked to disability, problems they will have to learn to overcome.



Action

Altran Spain supports the social integration and employment of disabled people

Altran Spain signed an agreement with the Federation of Associations of People with Physical and Organic Disability (FAMMA) so as to promote the social integration and employment of disabled people in the company while improving the quality of life of this section of the population which is exposed to an extremely high risk of social exclusion.

Forging partnerships with sheltered-employment workshops in France

Altran chooses ESAT Les Voies du Bois for its insertion strategy for disabled people

For more than two years, Altran's recruiting department in France has been using the services of ESAT(Etablissement et Service d'Aide par le Travail), Les Voies du Bois.

This ESAT is managed by the APEI (Association des Parents d'Enfants Inadaptés - an association of parents of disabled children) and employs people with mental disabilities that are sometimes severe. Located in Colombes, this organisation promotes the integration of disabled people in the workplace and assumes responsibility for:

- professional integration, employment assistance, information, consulting, support and accompaniment
- educational and social support focused on the personal and social fulfilment of the people concerned.

According to Thierry DUFOUR (at this time in charge of Altran's Recruiting Department in France), we have signed the partnership together with the ESAT's management and ESAT's employees at Altran are entrusted with the task of scanning candidate CVs collected at employment and recruitment trade fairs and imputing this information into the Group's computerised CV database for potential candidates.

Altran is using this unprecedented initiative to try and reconcile the demands of operating efficiency and the social responsibility of the company with regard to the most vulnerable people.

Altran chooses ESAT les Ateliers CITE-JARDINS to staff the ironing service

In October 2009 Altran set up an ironing service for its staff members in Paris manned exclusively by employees from ESAT, Suresnes. This is the first time that an ESAT organisation has provided this type of corporate service.

"ESAT les Ateliers CITE JARDINS accepted the challenge to open a branch in our offices and to offer our employees a service that is usually reserved for private individuals. We are pleased to have set up this innovative partnership and would very much like to extend the range of services over the coming months", explained Martine SERRE, Head of Altran's Disability Department - "Mission Handicap".

"The launch of this new service at Altran marks another step forward for ESAT les Ateliers CITE JARDINS. This has allowed us to penetrate the corporate market and, at the same time, offers a new and powerful insertion opportunity for our employees", stated Patrice FOUQUET - Director of ESAT les Ateliers CITE-JARDINS.

Promoting senior-employee career development

Because the employment of senior staff has become a priority in France, Altran is committed to promoting senior-employee career development. "Demographic trends in France are characterised by a significant increase in the life expectancy of the population which, in turn, means considerably more people aged fifty and over that are eligible for work" (DARES publication n° 39.2, dated September 2009, entitled *Emploi et Chômage des 50-64 ans en 2008 - Employment and unemployment of people aged between 50-64 in 2008*).

As such, Altran has signed an agreement with the trade unions and implemented numerous initiatives guaranteeing job security for its senior staff members. The question of the employability of our senior staff members is a major challenge for Altran in terms of ability and specific skills.

Planning the future with our over-45 year olds

To promote a forward-looking approach towards career-development management, Altran decided to extend its action plan for the 50-and-over age bracket to include staff members aged 45 and up. In addition, Altran has created a dedicated web page for its senior employees on the Group intranet.

Encouraging women's leadership at Altran

The objective of WAW (the Group's first women's network created in 2009) is to promote women's leadership at Altran.

Emeline PASQUIER - Head of Corporate Communications and Sustainable Development

The creation of WAW was motivated firstly by a common desire to give active and ambitious women access to leadership positions and by the fact that Altran employs fewer women than men. This is not really surprising given that the industries underpinning the Group's activities and the schools involved (notably engineering schools) still tend to attract more men than women. Because of their shortage in numbers, women often suffer from a lack of communication with their female peers and can find themselves extremely isolated, depending on the job and/or the country. Their strong need for exchange and sharing as well as their desire to meet and get to know other women resulted in the creation of Women of Altran Worldwide (WAW). Although the network has only one dedicated community on the Group intranet at the moment, we hope that, in time, this will become more structured and provide a real plan of action for everyone.



WAW, a network that arouses curiosity!

Sparked by an idea that spread by word of mouth throughout the company, WAW now has more than a hundred members situated in six countries. The first structural action was a three-pronged survey focusing on member profiles, their expectations with respect to the network and their opinion of the dedicated intranet community. With a member participation rate of around 50%, this first survey will serve to determine the major lines of action to be taken over the coming months, as well as the common goals of its members.



Develop a meaningful social dialogue

In-house survey geared to measuring employee satisfaction

For Altran, the well-being of its staff is an important factor in the health and attractiveness of the company. This is also one of the key priorities of the Group's HR strategy, along with career management and training. The stakes are high. As part of the Group's strategic plan and in order to gain an insight into staff satisfaction in the workplace, as well as employee/management and staff/company relations, Altran decided to launch its first in-house satisfaction survey which was translated into eight languages and distributed via a secured web link to around 17,000 employees. The results of this survey will enable Altran to assess the strong points and identify the areas of progress of the Group.

The fact that Altran provides its staff worldwide with concrete solutions for their specific needs gives all of its employees the possibility of shaping their own professional careers thanks to a responsible management approach, explicit career paths, training programmes and a fulfilling working environment.

Facilitating information transmission and access

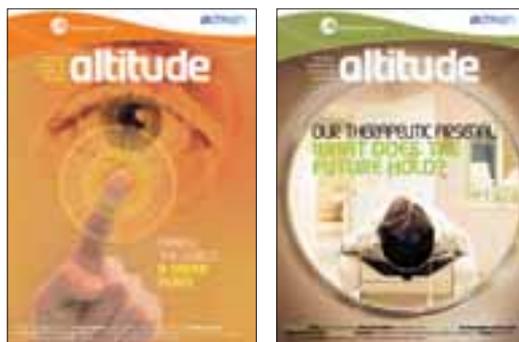
Every two weeks, Altran's corporate communications division distributes a newsletter to all the members of staff across the globe, which includes the latest news on the Group and its subsidiaries, as well as corporate information. All of this information is also posted as daily news on the Group intranet. Given the specific nature of Altran's consulting business, with nearly three quarters of the Group's consultants on assignment at client facilities, the Altran Direct intranet is the main vehicle for internal communication.

Direct Altran⁽¹⁾, a privileged link to Altran

Set up in 2005, Direct Altran enjoyed such a rapid success within the Group that a new technological platform was added in 2007 to cope with new challenges and mainly to bring consultants closer together. Today, the Group intranet is not only used for the immediate transmission of information around the globe but also as a collaborative working and exchange platform for Altran employees.

Altitude - Altran's science and technologies magazine

"Altitude" (Altran's other flagship communication tool) is a bi-monthly science and technologies magazine, launched in the 1990s, which is distributed to all staff members throughout the world, as well as external subscribers. Each edition features the projects of some of Altran's consultants. This magazine is a showcase for the Group's expertise as well as a tribute to the work of its consultants.



⁽¹⁾ In 2009, Direct Altran was nominated one of the 10 best intranet sites in the world by the Nielsen Norman Group, a firm specialising in user usability.

Forging ties and fostering interactivity with Altran employees

Promoting opportunities to communicate and pool information as well as organising international competitions are ways to foster and stimulate interaction between Altran employees. Although most of these initiatives are developed at local level by the Group's operating entities worldwide, several actions have been initiated at the corporate level. The creation of a dedicated community for Altran staff on the Group intranet means that each consultant has a specific work space for his or her project. This approach encourages multicultural and international teams as well as the pooling of information.



Happy Hour, Altran's first cultural blog

In 2009, Altran launched its first cultural blog on the Group intranet in France. Over the months, this has become an area of relaxation and expression as well as a regular meeting place for several hundreds of employee subscribers. Many others often visit the blog, some on a daily basis, either to read the message of the day or post their own message.

Benoit REPOUX – Head of Press Relations and Altran Corporate Editions, in charge of Happy Hour

Happy Hour is a blog that covers all subjects other than Altran. The blog, which is accessible to all of our staff members in France via the Group intranet, offers our readers a cultural haven and a window on the world. Every day, we post a message for our readers featuring personal opinions on a disk or a film that has just come out, the latest fashion trends, travel anecdotes and sports results, etc. Everybody can contribute, exchange comments and chat if they wish, or post their own message. Further out, we would like to increase the number of contributions to enrich the blog and diversify the content, and, maybe even extend Happy Hour to other countries.

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Stéphanie VUILLE – Mobility and HR Communications Coordinator

After more than a year of writing Happy Hour blog mails, I realise that deep down, I'm a critic at heart, but with more weight than journalists who often have to keep to a specific theme. I can write about the subjects that interest me: films, books, outings, childhood memories and cooking, to name just a few of the topics that I'd like to share with the other bloggers. It is a space that respects freedom of expression. Nothing is censured and everybody is free to give his or her opinion. The comments and reactions of Altran's employees are interesting, as are the blog mails of other "writers". Personally, I really enjoy taking a few minutes during the day to write a blog mail.

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Preserve the health and safety of our employees and insure them against risk

Preserving the health of our employees

Altran monitors its employees' health via pre-employment and periodic check-ups. For staff working in the provinces, the Group has set up contracts with occupational medical practices serving multiple businesses. To cope with its workforce of over 3,000 employees in the Paris region, the company set up an independent occupational health centre in September 2008 with a medical team of two doctors and two nurses. Altran's occupational medical centre is located on the ground floor of the Libertis building (the Group's head office) to allow easy access for Group employees.

Throughout the year, the occupational health service organises several awareness campaigns (ranging from prevention to action) on subjects that affect the daily life of our company and for which it is necessary to adopt the correct reflexes. This implies having access to the relevant practical information.

In 2009, the medical team focused on such areas as Aids, blood donation, road safety, etc.

INTERVIEW

Docteur Marie-Christine LEROY – Altran's occupational health centre

What are the main functions of the occupational health centre?

The check-up which determines whether the employee is fit for the job. For this, we need to know the employees and have an understanding of their working environments. Our first task therefore is to schedule a medical consultation with each employee in order to check that the job position is compatible with the person's state of health, notably in the case of staff members with health disorders. If necessary, we can modify and adapt their working conditions, tasks and fitness requirements (to avoid travelling or carrying heavy weights for example).

In addition to carrying out in-house medical check-ups, we also have to visit client companies to verify the working conditions of Altran consultants on assignment.

What are your secondary functions?

Health education. In particular, we inform employees on the risks linked to obesity or lack of exercise, as well as chronic illnesses (such as cardiovascular diseases, diabetes, cancer, etc) and prevention.

If we diagnose an illness requiring additional tests and treatment, we can advise employees to see their GPs or, in the case of emergencies, send them to hospital.

What are your other duties?

Being a specialist in tropical diseases, I was contacted by the Mobility Division to prepare a protocol for our consultants travelling abroad.

For staff members travelling abroad, we recommend a preparatory medical examination to inform them of the preventive measures and treatment for pathologies that they could be exposed to in the countries they are travelling to.

In addition to carrying out the standard compulsory check-up, the medical service is open to all employees seeking information of a medical nature or wishing to consult a doctor. In a way we act as their "health consultants".

Protection against risk

Docteur Peggy PRADEAU – Altran's occupational health service

The very creation of this service was a fundamental action on the part of Altran in terms of social responsibility. Among the events of the year, Altran's Aids Prevention Day, deserves a mention. This was the first time that Altran had carried out a public health operation of this kind and we certainly didn't choose the simplest topic! Obviously this campaign was not focused on the private lives of individuals but was a public health action directed at all Group employees without exception. We also organised a blood donation day in association with the French blood agency, "Etablissement Français du Sang". We take part in the life of the company and are, for example, represented on the Restaurant Commission, the objective here being to make the lunch-break a moment of well-being. The fact that we have a community dedicated to Health in the Workplace on the Group intranet allows us to communicate directly with all of Altran's employees which is part of our daily functions in the occupational health centre situated on the ground floor at Group headquarters.



Guaranteeing the safety of our employees

Integration and safety training

All new recruits at Altran attend an orientation session that includes a general training module on safety issues. The programme covers emergency procedures in the workplace (including on-site assignments at client locations), the objectives of the prevention plan, the work-accident reporting procedure, safety and prevention instructions and a description of the role played by the CHSCT (Health And Working Conditions Monitoring Committee).

In addition, we have published a health and safety booklet, which can be consulted, on our dedicated space on the Group intranet.

Safety management for consultants on assignment at client locations

In a bid to preserve the health and safety of our consultants working on assignment at client locations, an on-site intervention procedure has been developed and integrated into Altran's quality management system, Altran Excellence.

Moreover, for each on-site assignment, a set of prevention procedures is drawn up with a list of safety rules to be scrupulously respected. This is given to the consultants concerned who acquaint themselves with the prevention procedures and sign a statement to guarantee traceability.

Any consultants who identify new risks or feel that they are in danger must immediately alert their managers.

In addition, the Group has integrated the recognised standards, CEFRI (Training and Dosimetric Monitoring of Workers Exposed to Ionising Radiation) and MASE (Manual for the Improvement of Safety in Enterprises), into its quality management system, Altran Excellence, for specific working environments such as those exposed to ionising radiation and chemical risk.

Emergency procedures

Altran has developed emergency and rescue procedures for the buildings and branches it manages. Trained rescue teams and first-aid volunteers are qualified to intervene in the event of fire or individual rescue operations.

In addition, emergency instructions are posted in all facilities.

Building and fire safety management

In the buildings and branches managed by Altran, equipment maintenance is ensured by specialists (on a one-off servicing basis or via outsourced servicing contracts). Moreover, inspections of fire or electrical equipment are conducted every year by the regulatory authorities, which issue a report. Any problems detected by the authorities are corrected as soon as possible.

Prevention of psycho-socio risk

In early 2008, a think tank was formed at Altran to develop a management policy to prevent pressure at work.

The project involved a communications and training campaign as well as the creation of a work group dedicated to the development and follow-up of the project.

Helping employees reconcile their professional and personal lives

Well-being in the workplace

In conjunction with the occupational health centre, Altran has carried out a study on food, sport and general well-being. Management has agreed to offer Tai-chi classes to its employees. The courses will be organised on Group premises and will be free for members of staff at the Paris offices.

Concierge Service

In 2009, Altran set up an in-house ironing service, as well as an off-site laundry and alterations service for its Paris-based staff members. This service is carried out by ESAT Suresnes employees.



The working-mother, the baby and the employer

Returning to work after maternity leave is a crucial moment for the mother, the baby and the employer. For working-mothers, this is a difficult period in terms of learning how to reconcile their private and professional lives. It is a moment of consensus, choice and awareness. For the baby, it is the first separation, a decisive step towards the child's socialisation. For the employer, it means the return on an employee who has not really changed, but is not quite the same.

For our female consultants, business managers and support systems employees wishing to continue breast-feeding after maternity leave, a dedicated area has been created in the occupational health centre where they can draw off and preserve their milk during working hours.

To personalise the area, the first mothers to use the service put up photographs of their newly-born, a collection that is now referred to as "Altran's happy babies". This is also a way of encouraging future mothers who may wish to prolong the breast-feeding process.

04

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Altran Spain committed to sustainable management

As for the Group as a whole, socially responsible management is a key strategic element for Altran Spain. The company recently obtained EFR certification from the Ministry of Health and Social Policy in recognition of its efforts to reconcile the private and professional lives of its employees. Receiving this certification underscores the importance Altran Spain places on quality, family support, professional development and equal opportunity.

Sport facilities for everybody

Altran Italy's Sports Club, founded by the Marketing and Communications department in Italy, promotes relaxation activities for the pleasure of company staff members and in the name of equal opportunity.

In 2009, Altran Italy organised a series of 5-a-side football tournaments in four cities (Rome, Milan, Turin and Bologna). More than 200 employees (i.e. 9.6% of the staff members) making up 24 teams (8 in Rome, 8 in Milan, 5 in Turin and 3 in Bologna) participated in the matches.

The event was organised by the MarCom team with the help of the Human Resources, Purchasing and Legal departments.

Turn Altran into a social network

Establishing lasting relationships with our former consultants

One of the projects within the Group's strategic plan is to set up a social network for former Altran employees (entitled the Altran Alumni project). The aim of this network, which is in the process of being set up, is to establish contact with former Altran staff members and offer them the possibility of getting back in touch with former colleagues, maintaining contact and sharing ideas and projects.

This network will have a dedicated private platform offering a wide selection of tools and services (blogs, forums, chat) adapted to facilitate communication and the exchange of information between our former employees. This platform will also allow our former employees maintain a privileged contact with the Group since they will be able to receive the latest company news (via RSS news flows) and even ask Altran for personal assistance on projects which fall within the scope of the company's area of expertise.

Altran hopes that the Alumni network will contribute to developing convivial cross-exchanges between its former consultants, further its role as an innovative consulting company and promote its image throughout the world.

Promote a recruitment strategy based on diversity and equal opportunity for our employee candidates



Altran participates in career fair based on diversity and first-time jobs

For the third time, Altran participated in the "Salon de la diversité et du premier emploi" (a forum based on diversity and first-time employment) where it was approached by numerous candidates. Around 200 employers in support of equal opportunity took part in the Paris Region-based recruiting forum where, for the first time, the underlying themes were diversity and disability.

Raise sustainable-development awareness of students



Altran commissions the students of Centrale Nantes

Christophe BATAILLE - Director of Projects & Offers - Altran Ouest

Altran Ouest has been a partner of the Centrale Nantes School since 2006. With all of our academic partnerships we develop qualitative, personalised programmes. In this respect, two new research projects were proposed to the engineering students at Centrale Nantes. After completing an audit of our ecological footprint in 2009, the students carried out a carbon audit of the company and an analysis of our corporate mobility plan. These subjects are particularly interesting in my opinion, since they address all of the employees at Altran Ouest and are in line with Group's social responsibility programme.



Jean-Jacques YORK - Director of Industrial Development - Centrale Nantes

Centrale Nantes is one of the finest engineering schools in France whose graduates include engineers of the highest scientific level, leaders, entrepreneurs and innovators capable of accompanying change in the global environment. In 2007, Altran Ouest and Centrale Nantes signed a partnership agreement to work together to promote these values. As such, Altran and Centrale Nantes have participated collectively by sponsoring several operations and events such as The Development of Products and Industrial Systems Option (DPSI), company visits, interview and recruitment workshops, as well as their joint participation in the 2010 Atlantic Forum. Since 2000, a dozen or so engineers from Centrale Nantes have joined Altran Ouest with a view to carrying out their professional projects and enhancing their professional profiles by developing new skills.



Boost innovative young talent

Helping young talent turn their dreams into reality

Altran Engineering Academy

For talented young engineers seeking to forge their careers in the most prestigious segment of the sport's car industry, the age-old question is how to get a job on the highly-coveted Formula 1 engineering team. In 2004, the stable of the Renault F1 team and Altran came up with the answer by creating the Altran Engineering Academy (AEA), a competition that identifies and rewards young graduates demonstrating technical excellence. The prize is a six-month internship in the Renault F1 Team's R&D department, which is a real opportunity for the winner to launch and pursue his or her career at the highest level of the international car racing sector.

For the seventh season (2010), Altran and the Renault F1 Team are offering not one but two internships to the winners of the final leg of the competition. The first winner will serve his/her internship in Renault F1's chassis workshop in Enstone (UK) and the second in the engine facility in Viry-Hatillon (France).

To enter the competition, candidates must submit a project, describing a technological innovation in one of the following eight Formula 1 areas: aerodynamics, electronic control systems, design and analysis, performance engineering, power-train energy recovery, R&D of materials, transducers and test technology and vehicle dynamics.

Helen MAKEY – 2009 winner of the Altran Engineering Academy Prize

The Altran Engineering Academy was offering me a once-in-a-lifetime chance to begin my career as a Formula 1 engineer and to put everything that I had learned during my studies into practice for a state-of-the-art racing stable, so I went for it. I was the first woman ever to win the competition and my six month internship went very well. Because of the variety of tasks I was asked to do, I learned more and more every day. The AEA opened the door to this world for me and because of the work I carried out during the internship, my contract with the Renault F1 team was renewed. It is clear that if it hadn't been for Altran, I wouldn't be where I am today.



Renault F Team 2010.

EDHEC Sailing Race



The regatta, which was launched forty years ago and attracts around 3,000 participants every year, is the largest student sports event in Europe. Organised by the students of the Edhec business school, the regatta attracts more than 150 yachts and crews every year.

Altran has been a partner in this event for the last four years and decided to back the Club Voile de Centrale Paris which won the race in 2010.

This regatta is a prestigious sporting event set in a convivial atmosphere for student, amateur and professional yachtsmen with a team spirit and a thirst for discovery and adventure.

"Coupe de France de Robotique" robotics competition

Organised by the city of La Ferté-Bernard and Planète Sciences, the Coupe de France de Robotique has become the largest meeting place for engineering students in Europe. Around 200 teams representing 90% of French engineering schools and technological universities participate every year. For the last two years, Altran has invested in, and backed, this event thus giving numerous engineers the opportunity to enhance their skills, to innovate and to share their passion for technology. For this purpose, Altran offers the participants the possibility of taking a mock exam carried out under official competition conditions so that the teams can test their robots and make final adjustments.

Partnerships with students

Altran and the CNJE - a lasting partnership



Enterprises). Group representatives participate in national rallies (2 per year) and regional gatherings (8 congresses both in spring and in autumn) in the form of training courses and open-air presentations.

Via a relationship dating back some fifteen years, Altran is extremely active as an institutional partner in the Confédération Nationale des Junior-Enterprises (National Confederation for Young

Enterprises). Group representatives participate in national rallies (2 per year) and regional gatherings (8 congresses both in spring and in autumn) in the form of training courses and open-air presentations. All of these events are opportunities for Altran to meet the entrepreneurs of tomorrow and transmit the values of the Group, namely, excellence, entrepreneurship, dynamism, etc. Training sessions geared to help Junior-Enterprise develop their structures (via public speaking seminars, telephone marketing skills) are particularly fruitful with regard to the pooling of ideas (MBTI). The regional workshop is another occasion for forging partnerships. For example, the Junior Enterprises' course given by Mathieu Cervety (the Business Manager of Altran Telecoms & Media), entitled "Innovation in support of the business model" was geared "to mobilising their energies with a view to enhancing the potential of their corporate structures. Altran's commitment, therefore, is to place innovation at the service of Junior-Enterprises."

Promote technological innovation for the common good

As an economic player, Altran must be able to offer the technological solutions to meet the demands of modern-day society. The Group decided to do this by forging solid technological and academic partnerships via its own Foundation, as well as carrying out more intermittent actions, which are, nevertheless, equally important and value-enhancing operations for its employees.

Supporting initiators of innovative projects

The Altran Foundation for Innovation

The Foundation's mission

The Altran Foundation for Innovation was founded in 1996 for the purposes of supporting and promoting technological innovation for the common good. Via the Foundation, Altran seeks community involvement by mobilising and federating the Group's strengths in support of creative and innovative projects.

International scientific award

The Altran Foundation for Innovation awards an international prize for technological innovations designed to benefit the common good. Every year the competition is based on a particular theme, such as "la mémoire et le patrimoine" (heritage and the collective memory), food safety, emerging countries, childhood, social integration, energy and health, etc. The four key themes are the environment, health, international solidarity and the sciences.

Sponsoring expertise

Altran awards the winners of the Foundation prize one year of R&D support and scientific counselling by Group engineers in their respective fields of expertise. For the numerous winners, access to the skills of Altran's consultants is a unique opportunity to give concrete form to their ideas and turn them into an industrial reality.

Altran's commitment to the environment

2008 WINNER - BAMBOU COMPOSITE AS A BASIS FOR SUSTAINABLE ARCHITECTURE

This project is based on the development of a Guadua bamboo biocomposite product to be used in the construction of eco-sustainable housing. The composite material retains the CO₂ absorbed by the bamboo and consumes little in the way of energy and resources. One of the objectives of the project is to create a local economy founded upon small businesses using this technology. It therefore combines technological innovation, economic and social development, respect for the environment and carbon storage.

Throughout the year, the project has received the support and scientific advice of Altran consultants working hand-in-hand with the winner on the technical aspects of his project (bamboo composite used, construction elements necessary to build the prototype, first drafts, etc). The Foundation also took part in raising funds, negotiations with potential sponsors and drawing up a business plan.

By the end of 2009, the project, entitled "BambHaus", was organised into three categories: BambHaus Composites, for the development of bio-composites and their future industrialization, BambHaus CO₂, for bonus carbon purchases and sales and the BambHaus Foundation, which heads up the organisation, based in Colombia. The project has secured several interesting partnerships, which should guarantee its future.



Alfredo JIMENEZ – In charge of personalised accompaniment for the 2008 winner of the Altran Foundation for Innovation award – Altran Spain

Francisco Gallo Mejia – 2008 Laureate – was not only looking to capture the CO₂ in the atmosphere but also to promote the cultivation of this type of bamboo (which is a specialty of the Eje Cafetero region in Colombia) as well as to generate employment in the region, make for the construction of dignified, sustainable and efficient habitation, reduce the carbon footprint of the process to a minimum and create a business plan that would support the project, etc. This was a vast and ambitious project with a strong social aspect.



Altran's commitment to health

2007 winner / FROM DARKNESS INTO LIGHT

Professor Jose Sahel and his team at the Quinze-Vingts National Ophthalmology Hospital Centre in Paris (Vision des Quinze-Vingts) developed an artificial retina which should give hope to people suffering from degenerative retinal diseases. The artificial retina, which is placed under the existing retina in the sub retinal space, directly stimulates the neurons thus replacing the defective cells.

"Altran offered us its expertise from the prototype-design stage through to the finished industrial product. This collaboration has enhanced the international competitiveness of the project and promoted the emergence of high-performing retinal prostheses for the blind."

José SAHEL - 2007 Award winner - France

2005 Winner / I THINK THEREFORE I CAN

By recording the brainwaves at the surface of the skull and decoding them, Professor Jonathan Wolpaw's Brain Computer Interface system enables patients to move a cursor on a computer screen, dictate a text or control a robotic arm. This invention is an extraordinary communication breakthrough for people suffering from a syndrome that completely cuts them off from the outside world.

"The assistance we received from Altran was extremely valuable and the support provided by its consultants significantly accelerated the technical development of the BCI system. Moreover, thanks to the new skills they contributed we were able to turn our project into a reality."

Jonathan WOLPAW - 2005 Award winner - USA

Altran's commitment to international solidarity

2002 Winner / BECAUSE THE WORLD NEEDS MANKIND

To provide a solution for the energy needs of developing countries, 2002 winner, Guy Reinaud proposed an alternative energy: biomass charcoal, a renewable source of green energy that can be obtained from any form of biomass (straw, branches, vegetable waste, etc.) and processed into an economic and ecological fuel available to everybody.

"We absolutely needed this grey matter, and a team to help us prepare the industrialisation of the process. I particularly appreciated the involvement of Altran's consultants who were highly motivated by our cause."

Guy REINAUD - 2002 Award winner - France

Altran's commitment to scientific research

"The basic aim of scientific research is two-fold: to contribute to the advancement of knowledge and technological progress. As such, it is the best means of expressing the dynamism of our society. By supporting scientific research, the Altran Foundation is promoting scientific education and encouraging the spirit of invention and innovation."

Jean AUDOUZE - Member of the Scientific Board of the Altran Foundation for Innovation

The Altran – Cercle Santé Société Award

Because the need to improve the quality of health-care on a daily basis for patients and healthcare professionals is a major challenge, Altran and the Cercle Santé Société⁽¹⁾ decided to launch the “Innovation et qualité des soins”, prize for innovation that enhances the quality of health healthcare, an initiative which has forged a solid partnership between the two entities. The aim of this competition is to promote the research and deployment at the national level of actions and initiatives in the medical sector.



The aim of the Altran – Cercle Santé Société Prize is to reward and publicise one innovative project geared to improving the quality of the healthcare for patients. This involves projects focused on solutions in the fields of medical prevention, treatment, patient-monitoring systems, as well as information actions and the daily funding of healthcare expenses.

The winner, or winners, of the competition (judged in September 2010 by a prestigious jury of health experts, specialists, industrialists, technologists and doctors) will have the opportunity of taking part in a study tour around the health institutions in Sweden as well as taking part in an exchange of good practices and a forum on the quality of health treatment in their particular field of expertise.

Professor Guy VALLANCIEN – President of Cercle Santé Société

Medicine is too dependent on the compassion of professional caregivers. The time has come to implement health organisation systems adapted for the different structures and the numerous healthcare institutions that use them. Medical efficiency can only be achieved at this price; it will also necessitate quality training and the regular assessment of healthcare professionals.



(1) The Cercle Santé Société (CSS) is a forum for healthcare specialists, notably doctors, as well as sociologists and economists. The aim of the CSS is to initiate a public debate on the organisation and economy of the health sector.

Be a loyal and committed partner

Altran Spain, an altruistic team



SOMOS MASS is a voluntary team of 60 Altran-Spain staff members (comprising support function employees, consultants and managers) who give their free time to social, health and environment-related projects. The volunteers carry out one or two local actions every month and one or two larger projects a year at the national level. This movement was founded out of the need to develop responsible actions and create employee cohesion.

Among the social actions carried out, the team organised Christmas food and toy collections in 2008 and 2009 and initiated a sponsoring campaign for a 6-year old Paraguayan child. In terms of health-related actions, these employees participated in the “Run for Leukaemia” campaign and initiated a monthly “Fruit Day”. As regards the environment, the team has organised several solidarity concerts and a variety of other events (including tree-planting and river-cleaning).

Daniel SANTAMATILDE BOHÓRQUEZ – Head of Recruitment and branding Altran Spain

Somos Mass owes its success to the strong desire of its members to participate in charitable actions. They carry out these projects as a team, are totally independent and have the unanimous support of management with respect to their altruistic activities and their innovative ideas, such as solidarity video games.



Partnership with “Enfants du Mékong” Association and Altran CIS Paris: the adventure begins

INTERVIEW

Audrey BOULLENGER – Head of Internal Communications – Altran CIS Paris

Why did you set up this partnership?

This was completely in keeping with the strategy set up by Altran via the Foundation more than ten years ago. Altran CIS Paris was looking for a project that it could commit itself to, “a project that made sense” and reflected the company’s values. The Enfants du Mékong Association is very active in the field and gives a humanitarian and educational dimension to the sponsoring actions carried out by the Group.

What type of partnership is it?

By sponsoring the Enfants du Mékong, Altran CIS Paris has made a commitment to help the Association as regards setting up an efficient organisational structure and IT systems network. The aim is to facilitate donation-management, improve sponsor/sponsee relations and design new IT services tools to enhance the visibility of the association. This partnership also offers Altran consultants the possibility of discovering different ways of thinking, as well as the opportunity of making a personal commitment to a humanitarian community cause that is backed by their company.

Why does Altran sponsor expertise?

The management of Altran CIS Paris chose this type of commitment because it believed that “after considering the best ways to co-develop projects, initiate a meeting of cultures and benefit from the pooling of their specific strengths”, the most effective way of meeting these challenges is to sponsor expertise. As such, Altran CIS Paris offered Enfants du Mékong the possibility of benefiting from the savoir-faire of the Group’s consultants charged with improving the Association’s operating system. In return, this is a fantastic opportunity for Altran CIS Paris to become involved in a humanitarian venture and to converge its action strategy with that of Enfants du Mékong.



Promoting solidarity in the workplace

Stéphanie VUILLE - Mobility Coordinator

As a young mother, I have very little free time to devote myself to anything other than my children. When I heard about the collection for the Restos du Coeur charity restaurants, I immediately wanted to get involved. I believe it accentuates the more humane side of the company in that it goes beyond the field of business. Because everybody in France knows the Restos du Coeur, we tend to pay less attention to the actions it takes. Every lunch time, our group of Restos du Coeur volunteers would be standing outside Group headquarters, waiting for a donation; You couldn’t miss us! A lot of people immediately came up to us and bought something to donate; consultants, managers, executives and support-function staff, alike. This was a first at Altran, and it was a great success. We filled more than 30 boxes. The next step is to extend the campaign to all of the company’s branches in France, maybe based on children, for example, a theme that is very dear to me.

03

04

05

Altran Est in support of the Telethon

Sébastien BOLSIGNER - Consultant - Altran Est

The principle behind the operation was simple: to sell prepared breakfast meals to the staff at the Technopole site in Belfort for a minimum price of €3 and donate the proceeds to the Telethon.

The support we got from Altran staff members was really fantastic! For one month, fifteen or so consultants devoted their free time to making this operation a success. The volunteers worked together, either during their lunch break or after hours, to contact suppliers and partners, complete administrative papers and organise an advertising campaign, etc. Of course when it came to D-Day, we were all mobilised at 5 o'clock in the morning to set up the stands and begin distributing the meals.

The results of the operation were very positive, both at the financial and human levels. In total, we donated €1,400 to the Telethon and the operation enabled the consultants to work together with colleagues that they didn't necessarily know for a worthy cause.



Séverine RODRIGUES - D'ESTination DD - Altran Est

The Telethon project was a fantastic humane operation that was organised collectively by the staff members of GE. The thing that particularly impressed me about the "adventure" was the degree of human involvement.



Altran Belgium: Toys for everybody

Altran Belgium is taking advantage of the Christmas period to illustrate its role as a socially responsible company by supporting the children's aid association, Maison d'Enfants Reine Marie Henriette, a benevolent institution for children up to 12 years old.

For this, we asked our staff members to donate toys that their own children no longer played with. The toys that we did not manage to sell were also offered to the association.

Altran Italy: "Christmas with the family" Day

For Christmas, the Marketing and Communications team at Altran Italy organised a "Christmas with the Family" day, a festive moment for our staff members and their families that was inspired by the values that Altran Italy holds dear: respect for the person and the environment. More than 1,700 people participated, including 390 children, at company offices in Rome, Milan, Turin, Bologna, Genoa, Pisa and Naples. All of the presents offered by Altran Italy to its employees' children were eco-compatible, conform with sustainable development standards and bearing FSC (Forest Stewardship Council) certification, absence-of-heavy-metal certification and the Ecolabel. The gifts, some of which fair-trade certified products, were distributed in conjunction with Soloterre, a non-profit making association that sponsors children in the hospital of Kiev. During the evening, we served traditional Italian Christmas sweetbread (panettone) which was offered by CTM Altromercato. The bread was prepared from fair-trade certified ingredients and packaged in silk paper manufactured by skilled artisans in Bangladesh. In addition, Gabriele Salari presented his book, entitled SOS Nature, geared to raising the awareness of the younger generations to environmental issues as well as the importance of peace and cooperation between nations. The event was coordinated by the Corporate Responsibility team and supervised by the Marketing and Communication department.

Theme number 3: "An environmentally neutral company"

Altran's commitment to reduce its ecological footprint has resulted in an increasing number of operations carried out in conjunction with dedicated associations and institutions, as well as actions to raise employee awareness and information campaigns on various ecological themes such as energy consumption, transport, waste management and responsible consumption etc.

Altran's Sustainable Development Commission endeavours to go beyond the existing reports by searching concrete solutions to meet current environmental challenges.

Challenges

- Commit ourselves to planetary challenges
- Reduce the company's environmental impact
- Raise staff awareness further and step up training programmes
- Encourage eco-awareness among our suppliers



Altran's environment-related projects and accomplishments

Stakeholders panel	Key figures	Challenges
Civil society		<ul style="list-style-type: none"> ● Commit ourselves to planetary challenges
Employees	<ul style="list-style-type: none"> ● Around 51 tonnes of paper consumed in 2009 in France, Italy, Spain and Belgium ● Around 19m³ of water consumed per employee in the group's offices in France, Italy, Spain and Belgium. ● Around 2640 kWh of electricity consumed per employee in the group's offices in France, Italy, Spain and Belgium ● 85% of Altran employees in Sweden trained to meet environmental challenges 	<ul style="list-style-type: none"> ● Reduce the company's environmental impact ● Raise staff awareness further and step up training programmes
Suppliers	<ul style="list-style-type: none"> ● From 10 to over 6000 regional suppliers depending on the country 	<ul style="list-style-type: none"> ● Encourage eco-awareness among our suppliers

Objectives	Projects and accomplishments
<ul style="list-style-type: none"> ● Promote and implement change for a better world ● Gain official certification and recognition among other committed players 	<ul style="list-style-type: none"> ● Technological partner in the Solar Impulse project since 2003 ● Altran obtains: 1/ ISO 14001 certification in Spain, ● 2/ EcoDynamic Enterprise label in Belgium ● Altran Italy participates in the Carbon Disclosure Project in Italy
<ul style="list-style-type: none"> ● Carry out a responsible purchasing and consumption strategy ● Manage waste ● Stimulate eco-gesture awareness among our employees ● Participate in actions carried out by other sustainable-development players ● Provide staff training 	<ul style="list-style-type: none"> ● All group printers programmed for recto-verso printing ● Implementation of a car strategy for the company's automobile fleet and vehicle rentals geared to reducing the level of CO² emissions ● Implementation of a restrictive transport policy favouring for short-distance train travel ● Implementation of web and audio-conferencing solutions ● Implementation of responsibility criteria at Altran Italy ● Tight management of consumables at the end of their life cycle which are systematically inventoried and sent to professional organisations specialised in hazardous waste management ● Installation of used battery recycle bins at French sites ● Organisation of theme-based operations: recycling operation for employees' used mobile phones and batteries ● Bio-product delivery operation in France ● Production of in the workplace and at home eco-gesture films (available on the Group intranet) ● Participation in several national events organised by the ADEME (French Environment and Energy Management Agency) and the French Ministry of Sustainable Development (Sustainable Development Week, Mobility Week and Waste Reduction Week) ● Carbon footprint training for employees ● Creation of ecological skills diploma in Sweden
<ul style="list-style-type: none"> ● Forge partnerships with suppliers committed to sustainable development 	<ul style="list-style-type: none"> ● Partnership with the facility management company, FACEO ● Introduction of bio-canteen meals provided by the external catering services for Group headquarters

Altran's commitment to planetary challenges



Promoting and implementing change for a better world

The Solar Impulse adventure

The concept behind Solar Impulse was to create a non-polluting, solar-powered aircraft capable of taking off and flying autonomously day and night with the ultimate goal of making a round-the-world tour powered exclusively by solar energy rather than fossil fuels.

Since 2003, Altran has been actively involved as an official partner in the Solar Impulse venture, working with determination and enthusiasm alongside the project initiators, Bertrand Piccard and André Borschberg and the rest of the Solar Impulse team.

Altran's team of experts have contributed their extensive knowledge of the aeronautical and energy sectors, as well as their project and risk management skills, to this incredibly humane and technological venture.



Altran at the heart of the Solar Impulse project

As part of its contribution to the project, Altran has created a flight simulator to optimise the technological choices as well as the design of the aircraft and notably to develop flight strategies (simulating the influence of weather, a crucial parameter for a round-the-world flight).

The Group also participated in defining and optimising the aircraft's power system by supplying solutions for solar sensors on the wings, electric motors to activate propellers, batteries to power night flights, as well as electronic control units and regulators for energy management.

In addition, the company provided project management solutions for task allocation, scheduling and documentation in order to ensure project optimisation.

2009: Key events

- **26 June 2009: unveiling of the prototype**

After five years of engineering work, simulations and construction, the Solar Impulse HB-SIA aircraft was finally revealed, fully assembled, to the public for the first time on 26 June 2009

- **May 2009: First virtual flights of Bertrand Piccard and André Borschberg**

Altran's flight simulator enabled Bertrand Piccard and André Borschberg to test pilot the HB-SIA for the first time, equipped and harnessed as they would be during their first flights

- **03 December 2009 Solar Impulse HB-SIA leaves the ground for first time**

For the first time, the aircraft flew several hundreds of metres at an altitude of 1-2 metres, thus proving that the concept actually worked

- **7 April 2010: Successful maiden flight**

The Solar Impulse prototype made a major breakthrough on 7 April 2010 when it took to the air for 87 minutes, flying at an altitude of up to 1,200 metres across Switzerland

Christian LE LIEPVRE – Head of Altran - Solar Impulse partnership

Our involvement in the Solar Impulse project was motivated by three challenges which served as the basis of our commitment right from the very beginning, in 2003: the innovative and creative demands of the project, the formation of a team of experts with an ideal of perfection and having the means to complete the project. Our job is to imagine and transform the virtual into reality.



Reducing the company's environmental impact

Gaining official certification and recognition among other committed players



Altran Spain obtains ISO 14001 certification

In 2010, Altran Spain was accredited ISO 14001 certification for all of the company's activities in Madrid and Barcelona as recognition of its commitment to Sustainable Development.

The most important actions were carried out by the SOMOS MASS team, the energy efficiency audit of the company's headquarters in Madrid (which should shortly result in several improvements in terms of energy management at the Madrid offices) and other intermittent actions making for energy savings of more than 13% in 2009, on year-earlier levels.

Miguel ARJONA – Quality Manager at Altran Spain

These certifications are recognition of the major efforts carried out to merge the internal procedures of all of Altran's subsidiaries in Spain, a process that was initiated in December 2009 and completed within the space of just one quarter. Although a lot remains to be done, I believe that we are already able to function as a single enterprise. The fact that we obtained ISO 14001 certification for our Spanish activities before the merger is legally finalised means that we can bid for tenders and have greater influence with regard to the selection and certification processes of our clients' suppliers.



Altran Italy participates in the Carbon Disclosure Project

Well aware of the decisive role that companies should play in reducing toxic emissions at global level, Altran Italy decided to join the Carbon Disclosure Project (CDP) in 2009.

The Carbon Disclosure Project (CDP) is an international initiative launched in 2000 to encourage carbon-emission reporting and raise the awareness of investors, companies and institutions to the possible strategies available to combat climate change. At present, around 2,500 companies present in more than 60 countries measure and report their greenhouse gas emissions and evaluate their strategies via the CDP (www.cdproject.net). In 2009, Altran Italy presented its greenhouse-gas emission and climate-change strategies in the CDP disclosure questionnaire.

02
03
04
05

Altran Belgium obtains EcoDynamic Enterprise label

INTERVIEW

Anne-Laure DEMARCY - Sustainable Development Officer - Altran Belgium

What is the EcoDynamic Enterprise label?

The "Ecodynamic enterprise" label is an official recognition of good environmental management practices awarded to companies operating in the Brussels Region in recognition of their environmental dynamism and their progress notably with regard to waste management, rational energy consumption and staff mobility management. This 1-to-3 star graded label programme allows for the gradual introduction of the European Eco-Management and Audit Scheme (EMAS) standard.



Why did Altran apply for the Ecodynamic label?

Since 2004, Altran Belgium has been gradually reducing its environmental impact. We opted for the EcoDynamic Enterprise label because it is perfectly adapted to services companies and the implementation period is very flexible.

After carrying out numerous actions, we obtained level 2 in 2008 and hope to reach level 3 in 2011.

What type of actions are required for Ecodynamic label qualification?

Like all Environmental Management Systems, the EcoDynamic Enterprise Label requires that an organisation and network of players be set up within the company. I am fortunate, in Belgium, to have the support of management and a dynamic team with representatives from the communications, human resources and purchasing departments. This complementary support team, together with management backing, has enabled us to implement several measures to reduce consumption and waste.

Within the company, our focus has been on reducing our major impact on the climate, which is consultant mobility. We have also been active on several other fronts. For example, we have improved our waste management and significantly reduced our water, paper and energy consumption. We now function exclusively on green energy and have carried out an energy-efficiency audit of the company's office building.

How does Altran Belgium benefit from this?

Within the Solutions Centre, we have built up three consultant teams over the past few years, dedicated to the environment, health/safety and energy, notably for the purpose of helping companies implement environment management systems. It, therefore, seemed totally normal that Altran should obtain the certification.

The fact that environmental issues are more topical than ever means that Altran's future employees will already have acquired an awareness of environmental issues and will thus identify more easily with a company that respects the environment, the society as a whole and its employees. This suggests that certification also plays a role when it comes to recruitment.

Not only that: our efforts to rationalise consumption has generated substantial savings, making Altran an all-round winner!



From left to right: Franck DESIETER - Environment and Energy Consultant, Christelle ROUX - Senior manager - Environment, Health and Sustainable Energy Solutions, Caroline ERNOULT - Marketing and Communication, Brand Promotion Specialist (Head of Brand Promotion), Anne-Laure DEMARCY - Environmental and Health and Safety (EHS) Consultant / Sustainable Development Officer - Altran Belgium.

A responsible purchasing and consumption strategy



Nicolas ROUSSEAU – Director of IT Systems and Group Purchases

The fact that sustainable development has become a topical subject has made companies and public organisations more aware of the notion of Corporate Social Responsibility (CSR). Companies are now expected to be responsible and are judged, not only by virtue of their financial performance, but also according to the environmental impact of their activities, their corporate governance practices, as well as their human resources strategies and civil society relations.

Responsible purchasing is a real source of leverage with regard to corporate performance. In fact, the level of productivity is partially related to the efficiency of the purchasing strategy, which is the key stone of the company. As public concern about environmental, social and society-related issues mount, companies seeking to minimise the risks attached to their business must anticipate risk by adopting strategies that respect environmental restraints and are based on sustainable growth practices.

To ensure a responsible purchasing strategy, we must focus on the good practices that have been set up by the Altran Group in-house (green fleet, eco-label consumables, etc) and by the Group's suppliers. Altran's goal is to improve the day-to-day running of the Group's purchasing programme by forging sustainable partnerships with its suppliers and encouraging its employees to participate in reducing the environmental impact of their activities.



Altran Italy assesses its suppliers

In 2009, Altran Italy integrated a set of new rules to evaluate its partners. Potential partners are now assessed according to a set of social and ethical responsibility criteria including a code of ethics, Sustainable Development Report, etc. These criteria have already been integrated by our customers and our suppliers in Italy. To date, 93% of Altran Italy's partners have drawn up a code of ethics, all of them have published a CSR report and around 86% have carried out auto-evaluations and assessed their clients and suppliers on the basis of these criteria.

Car fleet

Altran has implemented a corporate car strategy geared to reducing the CO₂ emissions for the company's automobile fleet. Our strategy over the last two years, which gives priority to suppliers offering low motorisation/optimal power solutions, has already resulted in a significant reduction in the CO₂ emissions of our fleet.

Travel and Transport

Altran has implemented a common travel and transport strategy for all of its employees stipulating that rail transport (2nd or economy class) is compulsory for all short trips of three hours or less.

With regard to car rental, this strategy specifies that drivers must use lighter, low CO₂ emission, category A vehicles for urban transits and trips of up to 200 km.

Facility Management

In 2010, Altran contracted the Facility Management services company, Faceo to carry out the maintenance and cleaning, security and reception services for the Group's subsidiaries in France. Faceo which is ISO 9001 and ISO 14001 certified and a member of UN Global Compact, has created Faceo Enterprise Adaptée, a structure for disabled employees working in the field of Facility Management support services for the company's clients.

Emmanuel VARLET – Manager DATACEP

Sustainable development is a subject that concerns everybody. As part of my job as manger, I have to integrate sustainable development principles into our daily operations so that I can meet my clients needs via their purchasing policies and take into account the growing demands in terms of the needs of our consultants in this area.



Head office energy audit

An energy audit, carried out at Libertis (the Group's headquarters in Levallois-Perret) in April-May, 2007, has allowed us to identify several areas where we could generate energy savings.

ACTION

Altran carries out energy-efficiency audit of its Madrid offices

Altran Spain carried out an extensive energy-efficiency audit of its offices in Madrid involving a detailed analysis of the building's energy-consumption centres. The objective of the project was to define the actions to be taken to improve and reduce energy consumption and the corresponding level of CO₂ emissions. The generic nature of the power installations of Altran's office buildings in Madrid meant that they were not adapted to meet the energy requirements of the company's business operations, its offices or its meeting rooms. This situation was very costly in terms of energy consumption since, despite the fact that the building itself was empty, most of the systems were running. On the other hand, the particular characteristics of the building with its glass enclosure lends itself to the use of natural light, meaning lower energy consumption for lighting purposes. Reducing energy consumption was the first challenge of Altran's project in Spain. The remaining challenges will be the modernisation of energy control systems and consumption assessment by sector.

Alfredo JIMENEZ GUEDEZ – Director of Sustainable Development – Altran Spain

As a result of this project we have, theoretically been able to reduce our energy costs by 40%, with an investment estimated at 50% of annual energy costs: the return on investment is thus put at less than six months. Altran is currently implementing a modified solution of the original project proposal which focuses on manual rather than automated installation management as initially suggested.



Management of consumables

All of our consumables are inventoried (computers, batteries, light bulbs, etc.). At the end of their life cycle, they are systematically sent to professional organisations specialised in hazardous waste management.

- GSM telephones: Used telephones and dead batteries are recycled
- Computers: All obsolete IT hardware (cables, PCs, screens, batteries and keyboards, etc), is treated by a company that specialises in recycling this type of equipment and which employs disabled people. When Altran moved into its new offices in Paris (Gouvion and Libertis buildings), all cathode-ray screens were replaced by more energy-efficient LCD screens
- Servers: When Altran's shared IT network system was set up in France, the servers were centralised in a Data centre, thus reducing the number of servers. At present, there are around 250 servers in France (of which 200 in the Data centre), compared with 500 in 2005. By reducing the number of plant rooms we were able to scrap certain air-conditioning systems that consumed large amounts of energy and water
- Office supplies: Altran signed a contract with a supplier certified ISO 140001 and ISO 9001 that also has a Sustainable Development policy
- Coffee machines: fair trade coffee is served in recyclable paper cups with stirrers made from recycled wood, and, as of November 2008 one paper cup is distributed to each staff member at Altran sites to reduce the use of paper cups
- Vending machines: sale of healthy products, such as fruit and yoghurt

Waste management in Italy

The company's waste collection and storage procedures are currently being formalised and standardised in all of the company's buildings in Italy.

As regards waste sorting, the company plans to implement the following measures:

- A sensitivity campaign to raise the awareness of the company's employees regarding the importance of waste sorting
- The installation of waste sorting bins in all of the company's departments.

To encourage the recycling of electrical apparatus that is still in working order but no longer used by the company, Altran Italy plans to set up a distribution system with associations to encourage recycling rather than scrapping.

In 2009, the company donated some furniture from those company apartments it no longer used to several non-profit making organisations, which were very grateful.

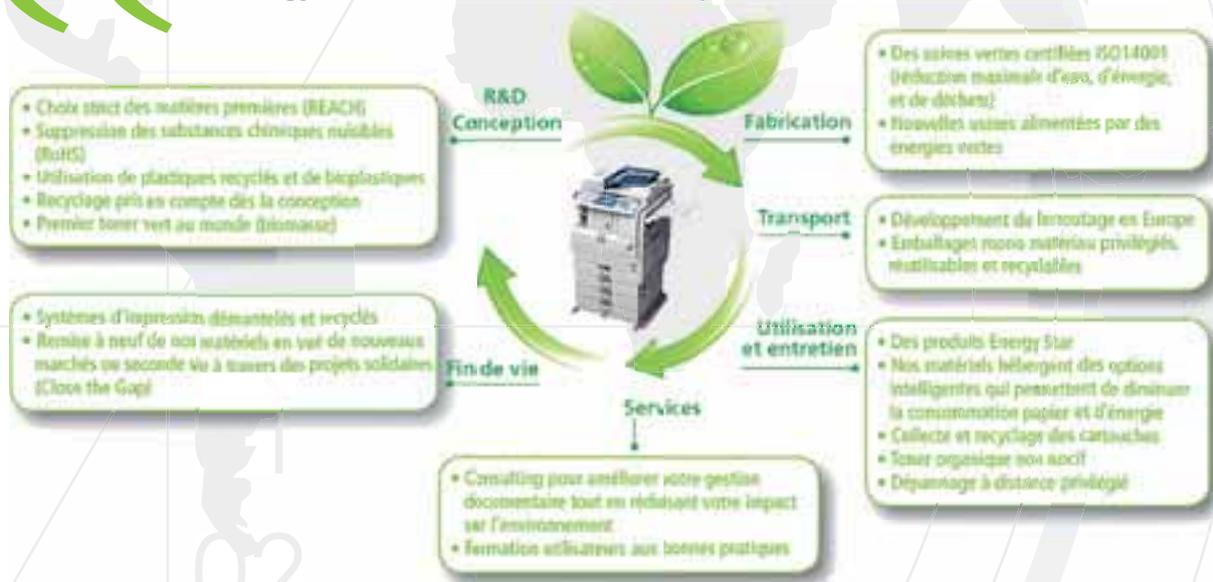
Paper and printing

All printers in the Group's IT network in France are automatically configured for black & white and recto-verso printing. The objective for 2010 is to reduce printing volumes by 10%. To achieve this, Altran and its printer supplier, Ricoh, have agreed to post the amount of paper and ink consumed by the Group's printers and activate a secured printing system to limit printing loss and paper waste.

Three questions for

Corinne GRAPTON - Directress of Strategic Relations at Ricoh

What is RICOH's strategy in terms of Sustainable Development?



What are RICOH's commitments to Altran on this subject?

For four years, Ricoh has worked with Altran to reduce the company's ink and paper consumption. In concrete terms, this has resulted in a reduction in the number of printers and the implementation of compulsory recto-verso, black & white printing. The results are convincing with a reduction in colour print outs as a percentage of total printing accounting from 55% to 39% within the space of four years. We have also assisted Altran in its efforts to reduce energy consumption via the renewal of 40 printing systems in 2009. As a result, Altran's energy consumption fell from 11.2 KW per week before renewal of the printing systems to 3.2 KW after. In 2009, therefore, the Group economised 20,000 KW.

What sustainable projects does Altran plan to set up in 2010?

Watchdoc software, which is to be installed in 2010, will also enable the group to measure and manage the output of each department. These measures will be accompanied by an internal sensitivity programme geared to raising staff awareness as regards the eco-responsible use of printers. Finally, Altran plans to extend its printing strategy to include a badge system that should not only reduce printing volumes by between 15% and 20% (and thus its carbon footprint), but also protect print-outs and, thus its intangible assets.

Raising staff awareness further and stepping up training programmes

Stimulating eco-gesture awareness among our employees



Improved mobility plan in Belgium

Anne-Laure DEMARCY - Sustainable Development Officer - Altran Belgium

Since our major ecological impact is linked to employee commuting, we decided to go beyond our legal obligations and implement a common and voluntary mobility plan. To this end, in 2008 we replaced all the cars in the company fleet by low-emission vehicles (weak consumption: 9% less per km, particle filters for Diesel cars, etc). We also promote low-impact alternatives such as car pooling and bicycles, and offer public-transport reductions, which we have negotiated with the transit operators in the Brussels region and the rail networks throughout Belgium.



Bio-product delivery at Altran Est

INTERVIEW

Olivia DOSSMANN - Expenses & Commuting division - D'ESTination DD - Altran Est

Why and when did you decide on this initiative?

In October 2009, we were contacted by the start-up company, Le Panier du Maraicher, which delivers prepared, bio-product meals for consumption at work. After testing their products in-house, I set up a weekly order for our office staff in Strasbourg.

What were the results?

The service caught on very quickly. In particular, people really appreciated not only the quality of the products and the service but also the liberty of choice for the consumer. I now put in between 5 to 8 orders every week. The prepared meals are a big success but people can also order separate portions of fruit and vegetables, cheese, cold meats and other products.

Why did you decide to set this up?

Several reasons. Firstly because I was impressed by the service which could make life easier for our staff and also because of the quality of the food and the proximity of the company. All of the food products are produced locally. This means that they are fresh, picked when they are ripe and therefore require very little in the way of transport. Finally, I chose this company because of its bio-product offering. This is a sector that is enjoying strong growth and should be supported to protect and respect the environment while preserving our resources and our health.



Participating in actions carried out by other sustainable-development players

Sustainable Development Week in France

For the last two years, Sustainable Development Week has been the occasion for several sustainable-development actions throughout France: exhibitions, conferences, bio-product distribution, theme-based workbooks, consultant survey, etc.

Mobility week in France and Belgium

During Mobility Week (16-25 September 2009), Altran organised an alternative commuting campaign entitled "Bougez Autrement" (using other ways to get around) in France and Belgium geared to encouraging its employees to use less polluting means of transport. 208 participants chose to adopt lower CO₂ emission transport making for a reduction of 77 Kg in CO₂ emissions during the week.

Anne-Laure DEMARCY - Sustainable Development Officer - Altran Belgium

Every year, we participate in Mobility Week. In 2009, the flagship event was "Car-Free Day" on 22 September ("In Town Without My Car"). Altran Belgium encourages its consultants to use less polluting, more eco-friendly means of transport.

Waste reduction week in France

For the second year running, Altran took part in the European Waste Reduction Week. For this event, the Group installed collection bins for used batteries and mobile phones in all of its sites and offices in France.

The focus was put on battery and mobile phone recycling for two reasons; although many people frequently change their mobile phones only 9% of used phones are actually recycled and 70% of used batteries, which are classified as hazardous waste, are usually thrown out with the rubbish or incinerated along with household waste.

In the light of this, it was vital that we find a solution for our employees. This initiative has been very well received by our teams and the recycling bins continue to fill up.

Staff training

Measuring CO₂ emissions to improve management of carbon footprint

Aurélie BROSSARD - Sustainable Development Consultant - Altran ELiS Paris

For any company, the environmental impact of its activity should be a major concern. This is why every day I carry out energy-efficiency audits and carbon footprints of service and manufacturing companies. The carbon footprint is a quantitative indicator of the environmental impact of a company. The recommendations based on the carbon audit are geared to reducing greenhouse gas emissions. For me, it is very rewarding to work on Altran's carbon footprint: to find, implement and monitor effective solutions to reduce the company's carbon footprint. All of these solutions can, in turn, be used by our customers who may be interested in such a course of action.

Staff training programme in Sweden

Peter FORSMARK - Director of Operations- Altran Sverige (Scandinavia) AB

In Sweden, Altran is focusing on reducing its environmental impact by using a method based on economic and business principles. We believe that this method will make our company more attractive for our staff, customers and suppliers alike. Altran therefore decided to introduce an environment diploma whereby all personnel receive a course in ecological knowledge and skills. By the end of 2009, 85% of personnel had followed a one half-day introductory course on environmental challenges. For 2010, our objective is to raise this percentage to 100%. In the same vein, we have implemented several concrete actions that are highly appreciated by our employees: a bicycle sharing system, a reduction in the number of business trips, a recycling programme, and the scrapping of paper and plastic goblets, etc.

04

05





Our responsibilities
with regard
to sustained progress

01
02
03
04
05



Assessment of global performances

Cross-reference table: GRI & Global Compact principles

Economic performance indicators		
GRI indicators	Global Compact principles	Page
EC1		19
EC8		47
Environmental performance indicators		
GRI indicators	Global Compact principles	Page
EN3	General principle N°8	76
EN6	General principle N°9	24 and thereafter
EN8	General principle N°8	76
EN18	General principles N°8 and N°9	78 and thereafter
EN26	General principle N°9	24 and thereafter
Social performance indicators		
GRI indicators	Global Compact principles	Page
LA8		63 and 64
LA11	General principle N°6	60

Methodology

Altran published its first Sustainable Development Report in 2009. The present report, which covers the period from April 2009 (when the Group signed the UN Global Compact) to April 2010, presents our economic, social/ society-related and environmental achievements from an objective point of view.

For accounting purposes, certain data mentioned in this report relate to the Group's activity for the financial year ending 2009. Whenever this is the case, the relevant period is specified.

Unless otherwise stated, the information in this report applies to the entire Group. When this is not the case, we specify which company or activity the information pertains to. This report is published in English and French.

More detailed information concerning Altran's companies is available on the Group's website: www.altran.com.

All questions concerning the report and its contents should be addressed to Emeline Pasquier (emeline.pasquier@altran.com).



02

For more information on Altran's sustainable development strategy and actions, please consult the 2008-09 Sustainable Development Report. A section devoted to Sustainable Development will shortly be made available on Altran's corporate website www.altran.com

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