



Socially
Responsible
Innovation”

Supplement to the 2010
Sustainable Development Report



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.



USA: €27 M • Italy: €151 M • Spain: €108 M • Brazil: €15 M • Portugal: €17 M •
Benelux – Norway: €99 M • France: €661 M • Sweden & Denmark: €27 M • Switzerland:
€17 M • Germany: €95 M • Austria: €2 M • Asia: €5 M • UK – Ireland: €100 M

Key figures:

European leader in Innovation Consulting

€1436.7 million sales in 2010

An employer of choice

17,000 employees world-wide

A global presence

Operations in twenty countries

54% of sales generated outside France

500 major client accounts worldwide

Listed on the SBF 120 index

PREAMBLE

2010 was a determining year for Altran's Sustainable Development strategy, marking the first milestone in the Group's continued efforts to optimise its approach with regards the three themes engaging its responsibility as a socially responsible company. We have adopted a Sustainable Development strategy tailored to fit our company and its fundamental qualities, thus setting it apart from other groups. The title of our 2009-2010 Sustainable Development Report, "Socially Responsible Innovation" perfectly sums up Altran's role as a socially-oriented player whose ability to act in a sustainable, socially responsible way is underpinned by the Group's fundamentals, innovative skills and ecosystem.



From an economic viewpoint, we have set up a Sustainable Development offer within the Group Solutions division (page 5) and Altran Research has launched a pre-normative research programme with a strong accent on sustainable development (page 6).

From a social point of view, Altran's increased role in participative events such as the "Innovation Awards" (page 10) and the "Altran Clever" innovation competition, based on the theme of disability (pages 10 and 11), illustrate our two-pronged aim, firstly, to make sustainable development common cause with our employees and, secondly, to raise the awareness of as many people as possible. The Altran Foundation for Innovation, which has been encouraging initiatives of this kind for some 15 years now, launched the Altran-CHAM Health Award in 2010 (page 11).

From an environmental viewpoint, Altran is proud to be amongst those who have always believed in the Solar Impulse challenge, and we are as committed as ever to continuing the adventure of this extraordinary aircraft (pages 15 and 16). At the Group level, Altran organised several noteworthy operations to reduce its environmental impact and, in particular, the launch of its first "Climate Care Week" awareness event (page 17).

"Our commitment to socially responsible innovation is now in motion and set to become a permanent feature within the Group."

*Emeline Pasquier,
Head of Corporate Communications
and Sustainable Development*

Note

This supplement to our 2010 Sustainable Development Report, "Socially Responsible Innovation" presents the main changes made, between May and December 2010, with respect to the three themes engaging Altran's responsibility as a socially responsible company, as well as supplementary figures for 2010.

Our main guiding principles

The UN Global Compact

Altran joined the United Nations Global Compact in 2009. The fundamental principles adopted by the Group are set out in the Corporate Social Responsibility Charter (page 10 of the 2009-2010 report) 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.

The ten principles of the Global Compact are listed on pages 6 and 7 of the 2009-2010 report.



In the current report all actions carried out by the Group that are related to the principles of the UN Global Compact are accompanied by the number of their corresponding principle.

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.

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

The Global Reporting Initiative (GRI) was established towards the end of 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. This Supplement follows on from the 2009-2010 Sustainability Report with additional information relative to new performance indicators and a regional extension of the indicators mentioned in the main report.

Our approach

"Socially responsible innovation" underscores the Group's objective 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. By analysing the impact of its innovation consulting work, Altran has identified three major themes engaging its responsibility as a sustainable company, in terms of:

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

One of the strategic challenges of Altran's Sustainable Development approach is to achieve the participation of all of our employees. Sustainable Development requires the ability to simulate and transpose ideas. It also calls for reflection as well as continued efforts to improve the dialogue and exchange of ideas, firstly within the Group and subsequently with our stakeholders. A dedicated commission and networks of in-house players have been set for this purpose, resulting in the creation of a veritable think tank within the Group.

Altran's Sustainable Development strategy is outlined on pages 9 to 19 of the 2009-2010 report.

Highlights of 2010

- Appointment of International Executive Directors for the Group's Geographies, Industries and Solutions departments, as well as a Technical Director for the Group and a Transformation Manageress
- Publication of the first performance indicators (KPIs) in accordance with GRI guidelines
- Launch of a "Sustainable Development" section on the corporate website
- Altran Italy becomes member of the Italian Steering Committee of the UN Global Compact

Social and society-related actions

- Nomination of a Group Human Resources Director

The Group launched the following operations:

- The "Employee Feedback Programme" its first in-house staff satisfaction survey
- "Innovation Week", Altran's national recruitment operation in France
- "Altran Alumni", the Group's social network for former employees - www.altran-alumni.org
- The "Innovation Awards", Altran's international in-house innovation competition
- "The Altran Clever", an international in-house competition based on the theme of disability. Altran also opened a community dedicated to "Mission Handicap" on the Group's Intranet and sponsored two internationally known women athletes: Nantenin Keita (a paralympic athlete) and Aisseta Diawara.
- The Altran-CHAM Health Award, with the support of the Altran Foundation - <http://prix-sante.altran.com>
- Launch of supportive actions with the participation of staff members (Somos MASS, the "Restos du Coeur" charity restaurants, the Telethon and the Sodalitas Social Awards, etc.)

Environment-related actions

In 2010, Altran

- Maintained its commitment as an active partner in the Solar Impulse project
- Produced films on eco-acts practices in the home based on a compilation of employee videos made during Sustainable Development Week
- Participated in "Climate Care Week" in conjunction with the company Arkadin
- Published the Group magazine, Altitude, based on the theme of "Green-aviation"
- In addition, Altran Belgium promotes sustainable mobility

Economy-related actions

- Deployment of the Sustainable Business Network at Group level: launch of the international network and integration of a Sustainable Development offer within the Group's "Enterprise Performance" Solution Practice.
- Acquisition of IGEAM, an Italian company specialised in Sustainable Development
- Strategic partnership with AFNOR Certification and development of the "Pack Energy"
- Definition of a security strategy for the Group's IT systems and drafting of user guidelines for IT systems
- Launch of a partnership-based approach with several suppliers (Ricoh, Faceo, Arkadin)





Theme number 1

“Innovation and technology in support of collective progress”

Develop lasting solutions and offerings



INTERVIEW

Jean-Luc BURLIER – Executive Director “Enterprise Performance” and “Information Systems” Solutions

What does the Group’s “Enterprise Performance” Solution involve?

Altran’s “Enterprise Performance” solution consists of a portfolio of solutions designed to optimise, repeat and sustain company performances, notably with regards product and service procedures. This portfolio covers the following areas: Supply Chain Management (SCM), Product Life-cycle Management (PLM), Project Management Excellence (PME), Lean management & Operational Efficiency and Sustainable Development (SD).



“Our aim is to build a portfolio of structured offers with a view to offering our clients targeted solutions focused on certain aspects of Sustainable Development”

What does Altran’s Sustainable Development solution involve?

Altran’s SD Solution currently groups together a number of specific skills developed within the Group around the themes of sustainable mobility, energy efficiency, sustainable finance, the environment and staff health and safety. This is a transversal offer available across all of the Group’s Industries.

Our aim is to build a portfolio of structured offers with a view to providing our clients with targeted solutions focused on certain aspects of Sustainable Development. The end-2010 acquisition of the Italian company, IGEAM, is in line with the Group’s Sustainable Development strategy. The expertise this company has built up over several decades has enhanced our portfolio of skills in several major domains: energy efficiency & renewables, sustainable management of process and products, environmental engineering & remediation plans, health & safety, sustainable agriculture and corporate social responsibility.

Sustainable Development clearly offers the greatest potential within the Group’s Enterprise Performance Solution, since customer demand in terms of SD solutions should grow in line with the development of our Sustainable Development offer. Our aim is to provide international targeted offers to help our clients address their current challenges in terms of Supply Chain Management and Life-cycle Product Management.

Can you give some details about Altran’s strategic partnership with AFNOR Certification?

Companies seeking to adopt a Sustainable Development strategy must assess what has to be done to ensure the constant improvement in enterprise performance and take the necessary action. For this reason we decided to pool our skills with those of AFNOR Certification and create a reference standard that gives an objective assessment of all corporate procedures both at operating (logistics chain, product life-cycle, etc) and transversal level (Human Resources, finance, etc). This offering, which includes the analysis of procedures and a related improvement plan designed to optimise all corporate procedures, is available in a variety of areas. For our first collaboration, however, we chose to focus on energy efficiency with the launch of the “Energy Pack”.

For more details on Altran’s lasting solutions and offerings please consult pages 24 to 37 of the 2009-2010 Sustainable Development report.

Develop a pertinent and efficient assessment system for sustainable offers



Altran Research, the Group's in-house dedicated R&D entity, was launched in January 2009 with the aim to strengthening Altran's positioning in innovation consulting.

Innovation and Standards

Altran Research is aware of the importance of standards in solution and product development. Innovation, even if sufficiently protected, can only gain access to, and develop in a market if it either complies with that market's standards, or becomes the standard reference for the market in question. The first advantage of standardisation is that it facilitates inter operability. For example, containers built to standard dimensions, can be handled, stored and transported easily and efficiently by trucks and ships adapted to these dimensions. In some cases, standards require more than facilitating inter operability. For example, although energy-saving lamps use less power, they are criticised, rightly or wrongly, on other issues (mercury content, recycling, etc.) Sustainability is gradually becoming recognised as an added value in terms of standards.

Sustainable value

Defining sustainable value is particularly complicated by the quantity and sometimes contradictory nature of the indicators involved. Sustainable value can be assessed on the basis of the three pillars of Sustainable Development, namely the environment (energy, greenhouse gas emissions, water, responsible resource management and biodiversity, etc.), social issues (employment, public health, working conditions, education, etc.) and the economy (return on investment, profitability, etc.). The different stages of the product's life-cycle and the division as a whole must be taken into account. Numerous methods can be used such as ACV-A, ACV-C, cradle to cradle, carbon footprint, water footprint, MTD, MDO, etc. These are more or less quantitative approaches and often yield contradictory results depending, for example, on the choices made when implementing the method (allocation of emissions, etc.) or the data used. In addition, it is often necessary to arbitrate between sustainable objectives that cannot be reconciled.

Altran Research and pre-normative research

Another difficulty is the fact that the sustainable value of a product or service depends on the application. The aim of Altran Research's Sustainable Development programme is to enhance the sustainable value of each product on a case-by-case basis and develop the references adapted for each context. Altran Research has carried out around fifteen research projects of this type in the fields of photovoltaic, recycling, biomaterials, electromagnetic rays, home care, medical desertification and equitable finance, etc. Details of some of these projects are given on pages 40 to 43 of the 2009-2010 Sustainable Development Report.

We believe that, in the field of Sustainable Development, pre-normative research is essential since it is often necessary to elaborate metrics in order to define pertinent standards and make the correct technological and organisational choices. Altran aims to contribute to this field of research; in 2011, Altran Research will develop a three-pronged research programme on the themes of Sustainable Development (SD), Advanced Products & Solutions (APS) and Performance Management (PM).

Stakeholders panel	Key figures	Challenges	Objectives	Projects and accomplishments
Clients	<ul style="list-style-type: none"> ● 500 major client accounts worldwide ● Operations in around twenty countries ● 16 Global Account Managers (GAMs) ● About 15 Sustainable Development projects backed by Altran Research in 2010 	<ul style="list-style-type: none"> ● Develop lasting solutions and offerings ● Forge partnerships ● Develop a research programme focused on the priorities of the future 	<ul style="list-style-type: none"> ● Pool skills and expertise to ensure sustainable solutions ● Support clients in sustainable, responsible projects ● Foster the development of our major clients at the international level and help them meet new global challenges ● Develop research consulting 	<ul style="list-style-type: none"> ● Appointment of International Executive Directors for the Group's Geographies, Industries and Solutions departments, as well as a Technical Director for the Group and a Transformation Manageress ● Sustainable business approach rolled out within the Group: launch of international network and Sustainable Development offer integrated within the Group's "Enterprise Performance" Solution ● Acquisition of IGEAM, an Italian company specialised in Sustainable Development ● Strategic partnership with AFNOR Certification and development of the "PackEnergy"
Clients/Staff	<ul style="list-style-type: none"> ● 98.3% client satisfaction rating in 2010 based on 13,000 completed customer questionnaires 	<ul style="list-style-type: none"> ● Manage quality to assure greater quality 	<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 ● Definition of a security strategy for the Group's IT systems and drafting of an IT user's guide
Suppliers	<ul style="list-style-type: none"> ● From more than 10 to over 6,000 regional suppliers depending on the country 	<ul style="list-style-type: none"> ● Promote SD practices with our suppliers 	<ul style="list-style-type: none"> ● Develop 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 ● Altran organises its first "Climate Care Week"
Civil society	<ul style="list-style-type: none"> ● Presence in 9 competitive clusters ● 33 SME applications accepted in 2009/2010 from candidates seeking Altran's backing within the framework of the international SME pact (Altran ranks within top 5 members) 	<ul style="list-style-type: none"> ● Develop our role as regional project partner 	<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 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 participates in the SME Ambition programme
Shareholders		<ul style="list-style-type: none"> ● Manage and control risk 	<ul style="list-style-type: none"> ● Implement internal control systems, including risk management tools 	<ul style="list-style-type: none"> ● International roll-out of Altran's internal audit



Theme number 2

“A company in which
to live and grow”

Ability to attract and enhance talent

INTERVIEW

Claude COHEN – Group Human Resources Director

What are the top priorities of Altran's Human Resources team?

Our Human Resources strategy focuses on three major stages in Altran's relations with its employees: firstly, recruitment; secondly, skill enhancement and employability and thirdly, experience in the company and the corporate environment. Each stage represents a critical step for our team members and a challenge for the Group.



"In 2011, Altran plans to hire more than 3,000 employees worldwide"

For Altran, recruitment is the key to the success of the company's business model and is thus a top priority and major challenge for the Group, whose aim is to "attract the best talent" from the most prestigious engineering and business schools and universities.

With this in mind, Altran has forged close ties over the years with further educational establishments and young enterprises and participates in over a hundred recruitment fairs a year.

In addition, Altran organises "Innovation Week", a major annual recruitment event hosted mainly in France. These recruitment events enable the Group to reach its two main recruitment population targets: young graduates and professionals with between 3 and 6 years experience.

Building up our employees' skills is another major challenge for Altran's Human Resources strategy, both in terms of the Group's commitments to our clients as well as to our employees. As such, our clients are assured of working with qualified consultants and managers whose competence and regular training reinforces performances. With regards our employees, we commit ourselves to enhancing their career-paths and building up their skills so that they can keep abreast of innovation while working with the Group.

Altran's regional in-house training academies as well as the Group's management training institute, IMA (International Management Academy) and our international staff mobility programme (Mov'Altran) lend support to this strategy and allow for the enhancement of skills acquired during the projects.

The quality of the projects and assignments that Altran offers its employees is of key importance with respect to their employability, and a factor to which we are extremely attentive. We believe that our role is to offer young talent "innovation experience" and allow them to take part in ambitious projects that will enhance their skills and fuel their ambition.

The experience within the company and the corporate environment that Altran offers its employees represents a significant and complex challenge, mainly because of the numerous issues and questions of diversity to be dealt with and integrated into the Group (the disabled, gender parity, senior employees, and other minority groups).

In addition, the fact that firms are exposed to psycho-social risk, and in particular stress, means that it is important to determine the risk factors well in advance in order to guard against them. Altran has thus committed itself to "accelerating the careers" of those women and men who, by joining the Group, are not only contributing their talent, but also showing their trust in the company.

On a wider level, Altran's workplace is designed to provide a pleasant and responsible professional environment.

Altran's challenge for 2011 is to build upon its Human Resources strategy by promoting a "feel-better" policy and so become the reference employer of all its employees.

"Provide innovation experience allowing young talent to participate in ambitious projects that help enhance their skills and fuel their ambitions"

Encourage employee innovation

In September 2010, Altran launched its first "Innovation Awards", an international competition open to all Altran employees and designed to promote participative innovation within the Group. The theme of the 2010 award, "communicating devices" (smart-phones, GPS, tablets, etc.), is in keeping with the Group's five main sectors of activity: telematics for the automobile industry, connected television for telecoms, tele-medicine for healthcare and tele-communication systems for trading floors, etc.



"With this kind of competition, we aim to show that each of us has the ability to innovate. Since Altran is a veritable hive of innovation, we hope that, in the future, all our employees will participate in the innovation awards." Dr. Michael R. Traem, Executive Director of the Group's Innovation Management Solution.

The winners will have the opportunity to develop their projects and share in the profits, thanks to Altran's prototype support programme. In addition, they will be able to follow the training programme of their choice at the prestigious Massachusetts Institute of Technology.

Of the 300 projects submitted, the selection committee were extremely impressed by three in particular: one on energy consumption "GreenEverywhere" by Rui Barata (Altran Spain), another associated with augmented reality "GPS Glasses" by Christian Maldamé and Marwan Kashef (Altran Switzerland) and a third related to interactive television "TV Pattern" by Raphaël Randaxhe (Altran Belgium).

Raise awareness and commit to the question of disability



Since Altran signed the Diversity Charter in 2009, the Group has pursued its actions promoting diversity and support for the disabled.

Raising Altran employees awareness to the question of disability

In December 2010, during the 14th Disabled Employment Week, Altran's Sustainable Development Commission and "Mission Handicap" launched "The Altran Clever", its first innovation competition based on the theme of disability. The aim was to raise the awareness of Altran's collaborators to issues concerning disabled persons and to provide a platform for developing ingenious ideas to facilitate the autonomy of the disabled.



Forging partnerships with sheltered-employment workshops in France

In order to promote job insertion for the disabled, in 2010, Altran forged several supplier partnerships with sheltered employment organisations such as ESATs (“Etablissements et Services d’Aide par le Travail”) and adapted enterprises (“Entreprises Adaptées”). As a result, Group purchases made in the sheltered employment segment have doubled. Altran outsources a number of tasks to these sheltered establishments, including printing activities for its corporate services (marketing, RH, communication), envelope filling for the pay department, the digitalisation of CVs collected at forums and salons for its recruitment department, as well as personal services for employees at the Group’s Paris-based offices.

Promoting sport for the disabled

As part of Altran’s commitment to promote actions in favour of disabled workers and women, the Sustainable Development Commission signed a partnership agreement with the “Entente Athlétique Club”, an athletic club in Saint-Quentin, Yvelines, for the 2010/2011 sports season to support two international female athletes: Nantenin Keita (a paralympic athlete) and Aisseta Diawara. This partnership is also geared to raising awareness to Altran’s “Mission Handicap” programme in France.

In addition, Altran is a partner in the Handbike Tour of Italy, a cycling event for people in wheelchairs.

Promote innovation for the common good

The CREBEN project: winner of the Altran-CHAM Health Award

In 2010, Altran, in partnership with the CHAM (Convention on Health Analysis and Management*) launched the Altran-CHAM Health Award, a competition backed by the Altran Foundation for Innovation. The aim of this award is to promote and lend support to the development of innovative local projects.

The first Health Award based on the theme “Innovation and quality of healthcare” went to Professors Jean-Yves Gouvrit and Michel Nonent (from the University Hospitals of Rennes and Brest) for their joint project on Tele-radiology, carried out at CREBEN (the Neuroradiological centre based in Brittany, France), to facilitate information exchange in the field of brain pathologies. In the case of cerebral vascular accidents, for example, the time taken to transmit patient information is of vital importance with regards the quality of the treatment. Thanks to tele-radiology, a second medical opinion can be obtained in less than 15 minutes. In addition to enabling the transmission of scanned images or high definition MRI images of the brain to the neuroradiologist, the system makes it possible for doctors to exchange opinions and send back a final report.

As part of the prize, Professors Gouvrit and Nonent won a trip to Sweden at end-March 2011 where they visited Gothenburg and the western region of the country. During their visit to several Swedish healthcare centres the winners took part in meetings and discussions that served as a forum for an enriching exchange of experiences and good practices

(*) The aim of the CHAM is to optimise sanitary systems in economic developed countries. The Convention meets every year in Chamonix, France. Interviews are organised and round-table meetings are held allowing decision-makers and experts from a wide range of countries to exchange their views on current topics.



Altran, Sustainable Development

Stakeholders panel	Key figures	Challenges	Objectives	Projects and accomplishments
<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 2010 ● In-house training centre (IMA) created 10 years ago ● More than 150 staff transfers to other countries ● In 2010, employees with disabilities accounted for 0.38% of the Group's staff in France, 1.91% in Italy, 0.50% in Germany and 0.50% in the UK ● In 2010, female employees accounted for 23% of the Group's staff in France, 29% in Italy, 29% in Spain, 18% in Switzerland, 21% in Germany, 16% in Sweden and 28% in the UK ● 7.04% of Group employees in France are over 45 ● All group employees in France, Italy, Spain, Belgium and Portugal are protected by collective bargaining agreements ● 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 surveys 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 	<ul style="list-style-type: none"> ● Nomination of Group Human Resources Director ● Launch of a project to harmonise career development within the Group ● Development of the International Management Academy (IMA) ● Pursuit of the Mov'Altran programme, created in 2006 ● 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 in France (Partnership with Fédération Française Handisport) ● Launch of "The Altran Clever", an international in-house competition on the theme of disability ● Altran Spain signs agreement with the Federation of Associations of People with Physical and Organic Disability (FAMMA) ● Creation of an action programme for senior employees and a dedicated page set up on Group intranet ● Launch of Altran's first employee-satisfaction survey, entitled "Employee Feedback Programme" ● 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/or 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 ● Integration of new recruits and training in safety regulations ● Implementation of prevention plans and adequate training schemes ● Company buildings brought up to standard ● Altran Spain obtains EFR certification ● Launch of the "Altran Alumni" network for former employees ● Launch of the "Innovation Awards", an international in-house innovation competition 	

Stakeholders panel	Key figures	Challenges	Objectives	Projects and accomplishments
Candidates	<ul style="list-style-type: none"> • More than 21,000 candidates every year in France • 3,997 recruitments in 2010 • Around 100 academic partnerships with specialised schools and universities throughout the world • Participation at more than 200 student events and trade fairs in France 	<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 • Back innovative young talent 	<ul style="list-style-type: none"> • Encourage students • Help young talent turn their dreams into reality • Develop partnerships with students 	<ul style="list-style-type: none"> • Launch of "Innovation Week", Altran's national recruitment operation in France • Participation in specialised trade fairs such as "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" robotics competition • Renewal of 15-year old partnership with the CNJE - Confédération Nationale des Junior-Entreprises (National Confederation for Junior-Enterprises) in France
Suppliers	<ul style="list-style-type: none"> • From 10 to over 6,000 regional suppliers depending on the country • Group purchases made in sheltered employment segment doubled in 2010 	<ul style="list-style-type: none"> • Develop recourse to protected employment 	<ul style="list-style-type: none"> • Forge partnerships with sheltered-employment workshops in France 	<ul style="list-style-type: none"> • Increased recourse to sheltered employment organisations • Jury meets to review "The Altran Clever" competition organised by the Group and its partners in the sheltered employment sector
Civil society	<ul style="list-style-type: none"> • 13 projects backed by the Altran Foundation for Innovation since 1996 • First Altran-CHAM Health Award 	<ul style="list-style-type: none"> • Promote technological innovation for the common good • Be a loyal and committed player 	<ul style="list-style-type: none"> • Support initiators of innovative projects • Support exemplary players 	<ul style="list-style-type: none"> • The CREBEN project (University Hospitals of Rennes and Brest) wins the Altran-CHAM Health Award on the theme "Innovation and quality of healthcare" • Launch of supportive actions with the participation of staff members (Somos MASS, the "Restos du Cœur" charity restaurants, the Telethon and the Sodalitas Social Awards, etc.)



Theme number 3

“An environmentally neutral company”

Altran's commitment to planetary challenges



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 solely by solar energy rather than fossil fuels. Since 2004, Altran has been actively involved as an official partner in the Solar Impulse adventure, working alongside the project initiators, Bertrand Piccard and André Borschberg and the rest of the Solar Impulse team.

INTERVIEW

Bertrand PICCARD – Project initiator and Chairman

André BORSCHBERG – Project co-founder and CEO

Your oldest partners seem as committed to the project today as they were at the outset some eight years ago. How do you account for this?

André Borschberg: Partners are essential to the development of the Solar Impulse project since they contribute the technological expertise and savoir-faire we need to reach our main objectives: to limit energy consumption so that the plane is powered by solar energy alone, and to reduce weight, which is a prerequisite to flying an aircraft of this kind.

Our partners are members of the team that functions like one big family and their commitment to the project just gets stronger and stronger. This is particularly true for Altran which is involved on several levels, such as project management, which is a complex task given that 60 technical partners are involved in the development of the plane, propulsion system optimisation, aircraft design and the development of an extremely light-weight, yet highly efficient, structure (even lighter than everything achieved so far).

We are currently working on a new project with Altran; the automatic pilot. This is particularly important given that an automatic pilot system is vital for controlling and maintaining the aircraft correctly when the pilot, the only person on board, rests.



What is required from the team, in terms of innovation and technological progress, to build the second prototype (HB-SIB) for the round-the-world flight?

André Borschberg: The second prototype is currently in conception/design phase. Although it is too early to give any details we do know that the HB-SIB will have to be more efficient in terms of energy consumption in order to make the 5 day/5 night, non-stop, round-the-world flight.

The cockpit will also have to be more comfortable so that the pilot can change position. At the moment, the cockpit is economy-class standard. We have asked for first-class comfort but hope to get business class quality!

How has the international scope of the project evolved?

Bertrand Piccard: Solar Impulse addresses a global challenge; how can innovation and new technologies serve to deal with the issue of climate change and to produce the means of reducing our dependence on fossil fuels.

This is why the very brief press conference made to announce the launch of the project in 2003 was broadcast on CNN.

It is therefore particularly important for us to find partners that are capable of taking up the challenge and spreading the message in a sincere and credible way.

We have sought partners in many different areas, all very different from each other, to ensure that their combined communication efforts cover a wide spectrum of sectors in our society: for example in industry, luxury goods, chemicals, finance, consulting, energy, the automobile industry, health and technology. In this way, we can reach out to a maximum number of people.

In 2010, the Solar Impulse team proved that it was possible to fly night and day exclusively on solar energy rather than fuel and to actually generate energy during the flight so that the plane had a greater energy supply on landing than at take-off.

Should Solar Impulse be considered a pioneering project with regards innovations in energy-efficient mobility?

Bertrand Piccard: *Solar Impulse is a social rather than mobility project. We simply based the project on aviation and adventure, two themes that have always been a source of wonder and inspiration, and that have allowed us to promote the solutions offered by new technologies in an optimistic and enthusiastic way. We believe that our approach contrasts with the current catastrophic scenarios that tend to paralyse any kind of positive initiative.*

The fact that our airplane has flown night and day without fuel clearly implies that the technologies used can also be applied to less complicated, land-based applications (construction, heating, lighting, automobiles, etc). Our aim is to motivate as many people as possible to use this type of energy!

Altran at the heart of the Solar Impulse project

The highlights of 2010

April-July: One-hour flight, with the Solar Impulse reaching an altitude of 1,000 metres, and landing performances better than expected. During the four test flights that followed, the plane was tested for manoeuvrability and flight behaviour at different speeds and angles of inclination, etc.

July: Take-off at 7.00 am. Objective: carry out the first day and night fuel-free flight while remaining close to the base at Payerne. During the day, the plane must charge the batteries gradually while avoiding cold at high altitudes so as to economise on oxygen reserves.

Around 6.00 pm, the plane reaches maximum altitude of 30,300 feet (9,235 metres) and its batteries are fully charged by the 11,628 solar cells installed on the wings. At sunset, the Solar Impulse enters the second stage of the flight during which it is powered by its own potential energy (rather than using direct solar or battery energy) and begins a slow descent similar to that of a glider.

At midnight, André Borschberg takes the plane up to an altitude of 4,500 feet (1,370 metres) and starts transferring the plane's electric energy supply into the batteries at a rate of 10% per hour.

At sunrise, there is still enough energy in the batteries to begin another day/night cycle. Once the principle of "perpetual flight" was verified, the aeroplane landed after a 26-hour flight so that the pilot, who had been exposed to -20° C temperatures for more than 10 hours, could regain his strength.

September: Series of flights across Switzerland following direct flight paths linking Geneva, Zurich and Payerne.

Two consultants from the Altran-Solar Impulse team using mission simulator to optimise flights

Christophe Béseau is in charge of the Modelisation and Simulation team and has accompanied the project since the outset. In June 2010, Stéphane Yong joined him in the flight simulation team.

The mission simulator was created to determine the technical choices for the construction of the first prototype plane (HB-SIA).

Since the 2010 flights, the simulator has been given a new objective. According to Christophe Béseau, this is "to optimise real time flight according to changes in weather conditions and energy parameters... and rapidly provide alternative solutions to cope with unexpected incidents during flight".

Stéphane Yong went on to say that "during the night flight, because of the difficulty in foreseeing ascending winds, the HB-SIA attained maximum altitude earlier than expected and was therefore confronted with winds that diminished the plane's solar-energy capture". The simulator was able to recalculate the data and propose a solution.

The simulator is adapted to the different challenges encountered by the plane. Longer distances travelled, as in the case of the Swiss flights, require a more sophisticated model that can deal with weather conditions, an issue which is becoming increasingly more complex.

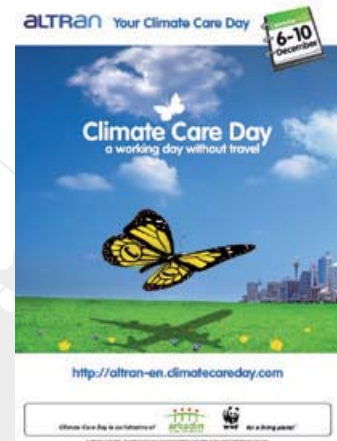
The team is currently working on integrating air traffic management constraints.

Reduce our environmental impact

Altran organises its first Climate Care Week between 6 and 10 December 2010



To raise employee awareness to solutions allowing a reduction in our daily carbon emissions, Altran and its remote-systems provider, Arkadin, organised a Climate Care Week. During the week, Altran's employees were requested to replace their business trips with telephone and on-line conferences. Arkadin donated the entire proceeds from this operation to an environmental protection association. The results of this first Climate Care event were particularly encouraging. Over 1,200 people in ten different countries changed their behaviour patterns by opting for alternatives travelling solutions.



Altran promotes sustainable mobility

The major ecological issue at Altran Belgium is linked to employee commuting. To reduce this negative effect, the company implemented a voluntary mobility plan, the PDE (Plan de Déplacement d'Entreprise).

With this in mind, all the cars in the company fleet were replaced in 2008 by low-emission vehicles (9% less fuel consumption per km, particle filters for diesel cars, etc). In addition, the company mounted several operations for its employees with transit operators in the Brussels-Capital region and rail networks throughout Belgium to promote car-pooling, cycling and public transport.

Every year, company employees participate in Mobility Week. The flagship event of the week was "Car-Free Day" ("In Town Without My Car"). Aware that for a number of its employees the car is their only means of transport, Altran Belgium decided, in 2010, to compensate for the amount of CO₂ emitted by its employees on Car-Free Day by making a contribution to CompenCO₂, a non-profit making fund comprising associations dedicated to environment and development cooperation.

Altran Belgium also launched its Mobility Contest, an in-house competition designed to reduce the fuel consumption of its employees. During this four-month programme, company consultants received ecoEnergy, fuel-saving driving tip emails every two weeks, which were also posted on the Altran intranet. Given the positive feedback on this initiative, the company has decided to hold contests of this type on a regular basis.

In 2011, Altran Belgium aims to set up mobility events by launching a "Green Mobility Project" inciting employees to give up their company cars and switch to car-sharing, car hire (via intranet) and public transport.



In 2010, Altran Sweden increased the percentage of eco-friendly vehicles in the company fleet by 7% (from 51% to 58%) and domestic business trips made by train rather than plane by 11% (from 46% in 2009 to 57% in 2010). The company also saw a two-fold increase in the number of audio-conference hours.

Altran Italy is promoting the use of environment-friendly modes of transport by providing bicycles, with the Group's colours, in Rome, Milan and Turin. The bikes may be reserved on line and borrowed free of charge.

At end-2010, Altran set up the AirPlus Green Reports tool to calculate the CO₂ emissions of staff business flights. The system is based on the IPCC international standards (Intergovernmental Panel on Climate Change).

For further information on Altran's sustainable mobility offers and solutions, please refer to pages 30 and 31 of the 2009-2010 Sustainable Development Report.

Altran develops supplier assessment approach



Aware that a Sustainable Development approach requires the monitoring and support of like-minded suppliers, Altran opted to forge partnerships with its main suppliers.

These partnerships are designed to foster the development of products, offers and actions in favour of sustainable development and the reduction of our environmental impact. The Group thus set up strategies with Faceo, Arkadin, Ricoh and the green-print certified printer, ESAT Boissor and, until recently, has preferred this partnership approach to a CSR assessment of its suppliers.

Nevertheless, the analysis of our stakeholders' expectations prompted the Group to progressively develop and implement a supplier CSR assessment approach.

In France, a questionnaire which allows us to assess the suppliers' CSR strategies may be attached to tender bid applications and RFI/RFE, depending on the type of purchase and supplier. Suppliers are asked to list their certifications in a supplier information form attached, in the appendix, to all bids for tender.

In Belgium, a CSR questionnaire is automatically included in tender bids. These criteria are taken into account during the supplier selection process.

Since 2009, Altran Italy has been assessing its suppliers and partners on the basis of a set of socially and ethically responsible criteria, such as their code of ethics and Sustainable Development Report (see page 81 of the 2009-2010 report).

In 2010, the company implemented a new supplier selection process to determine the suppliers with the best price/performance ratios by product and service type. With regards supplier selection, Altran Italy now takes into account the existence of an ethical code as well as a Sustainable Development Report and selects suppliers on the basis of socially responsible company criteria. The Group's objective over the coming years is to harmonise these practices and develop these assessment tools.

Stakeholders panel	Key figures	Challenges	Objectives	Projects and accomplishments
Civil society	<ul style="list-style-type: none"> No company buildings in France, Italy, Spain, Belgium, Germany, Switzerland, Sweden and Portugal are situated near areas that are protected or rich in terms of bio-diversity 	<ul style="list-style-type: none"> Commit ourselves to planetary challenges 	<ul style="list-style-type: none"> Promote and implement change for a better world 	<ul style="list-style-type: none"> Official partner in Solar Impulse project since 2004
Employees	<ul style="list-style-type: none"> Around 67 tonnes of paper consumed in 2010 in France, Italy, Spain, Belgium, Sweden and Portugal 92% of Altran employees in Sweden trained in sustainable development practices Staff business flights account for around 2,850 tonnes of CO₂ emissions 	<ul style="list-style-type: none"> Reduce the company's environmental impact Raise staff awareness further and step up training programmes 	<ul style="list-style-type: none"> Gain official certification and recognition among other committed players 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 short-distance train travel 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 Recycling operation for employees' used mobile phones and batteries. All recycled products donated to the association, "Pour la Vie" "Bio-product delivery" operation in France Series of "in the workplace" and "at home" eco-gesture films produced within the context of Sustainable Development week and available on the Group intranet Carbon footprint training for employees Creation of ecological skills diploma in Sweden Altran and Arkadin launch "Climate Care Week". Proceeds donated to an environment protection association Altran Belgium carries out second energy audit at company headquarters in 2010 (first one carried out in 2007)
Suppliers	<ul style="list-style-type: none"> From 10 to over 6,000 regional suppliers depending on the country 	<ul style="list-style-type: none"> Encourage eco-awareness among our suppliers 	<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 Development of supplier CSR assessments Offices in Belgium powered exclusively by renewable energy

Assessment of global performances

Cross-reference table:

GRI & Global Compact principles

GRI indicators	Global Compact principles	2009-2010 Sustainable Development Report (pages)	2009-2010 Supplement (pages)	2010 Registration Document (pages)
Economic performance indicators				
EC1		19	Front inside cover	
EC4				148
EC8		47	7	
PR5		44	7	
Environmental performance indicators				
EN3	n°8	76		
EN6	n°9	24 and thereafter	5 & 6	
EN8	n°8	76		
EN11			19	
EN16			19	
EN18	n°8 & 9	78 and thereafter	15 - 18	
EN26	n°9	24 and thereafter	5 & 6	
EN29			19	
	n°7		17 & 18	
Social performance indicators				
LA2				67
LA4			12	
LA7				186
LA8		63 & 64		
LA10				186
LA11	n°6	10 & 60		
LA13		10 - 12	12	
SO7				13

Concerning indicators EN28, PR8, PR9, no significant fines or non-monetary sanctions have been registered for non-compliance with laws and regulations in terms of the environment and relative to the provision and use of products and services. No suit has been filed for breaches of customer privacy or loss of customer data.

Unless otherwise stated, the information in this report applies to the Group as a whole. When this is the case, we specify which company or activity the information pertains to. This report is published in English and French

All information on Altran's sustainable development strategy and actions as well as its prior Sustainable Development Reports are available on Altran's corporate website www.altran.com
Altran's 2010 Registration Document is available at www.altran.com

USA: €27 M - Italy: €151 M - Spain: €108 M - Brazil: €15 M - Portugal: €17 M -
 Benelux - Norway: €99 M - France: €661 M - Sweden & Denmark: €27 M - Switzerland:
 €17 M - Germany: €95 M - Austria: €2 M - Asia: €5 M - UK - Ireland: €100 M

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