

2017 CORPORATE SOCIAL RESPONSIBILITY REPORT (CSR)

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Testimonial by Stéphane Aubarbier, Executive Vice-President, Assystem E&I: "As a complement to renewable energies, nuclear energy is the best option for reconciling the conflicting aims of combating global

warming and meeting growing energy needs. Many countries, such as the United Kingdom, Saudi Arabia, India and the United Arab Emirates, have chosen this option and are reviving their nuclear programmes."

4.1 CSR VISION AND GOVERNANCE

4.1.1 VISION

The energy and digital transitions are breathing life into a new industrial revolution. Climate risk is the first truly global challenge in the history of our planet and one that affects all countries of the world.

For over a hundred years, massive use of fossil fuels has enabled major advances to be made in most sectors of the economy – transport, housing, manufacturing and healthcare – but this development model is now being threatened by climate change and the depletion of natural resources. Carbon-based fuel (coal, oil and gas) still accounts for two-thirds of global electricity production. A transition to carbon-free energies is essential if we want to limit global warming to 2°C. By changing our relationship with energy and keeping up our efforts, we will contribute to meeting the COP 21 sustainable development goals.

Nuclear, a low-carbon energy source supporting the energy transition

Assystem is convinced that carbon-free primary energy sources (nuclear, hydraulic, solar and wind power), which currently account for 32% of global electricity production, can provide a response to the effects of an increasingly urban population while also contributing to a low-carbon economy. Nuclear accounts for around 12% of global electricity production⁽¹⁾.

France has a long-standing energy independence policy focused on sustainable energy sources. Its energy mix combines nuclear (71%), renewables (22%), gas (6%) and coal (1%)⁽²⁾.

A recognised nuclear expert

Assystem has the highly-skilled teams and technological expertise needed to help public and private sector clients to reinvent their production processes, upgrade their infrastructure and transition to low-carbon energy sources.

We have a 50-year track record of partnering very large scale nuclear projects. Designing and executing a nuclear project requires a good command of the processes, solid technical expertise, behavioural skills, and a strong security and compliance culture. Our nuclear segment's 2,500 employees are present at all stages in the nuclear project life cycle, from initiation (feasibility studies, environmental surveys and

project design), through execution (construction and commissioning) and operation, to end-of-life decommissioning and waste management.

In July 2017, the Group signed a strategic agreement with EDF. One of the first initiatives under the agreement consisted of partnering EDF in its late-2017 acquisition of Framatome by acquiring a 5% interest in this company. In this way, we participated closely in strengthening the French electricity industry's competitive response to the challenges of the energy transition.

Digital technology helping to drive the industrial and energy revolution

Digital technology is the second driver of the industrial revolution, changing the way we think and act and reshaping our professions. Technological innovation is also an opportunity to create shared value by combining improved corporate profitability with enhanced personal lifestyles. With our deep roots in the knowledge economy, our Group's value added is based on our strong innovation culture, our ability to offer new concepts and our focus on creating a learning community supported by the sharing and transfer of skills. During the last ten years, the expertise acquired by our teams in the nuclear market has been deployed in other heavily regulated sectors, including healthcare and transport.

LIFE SCIENCES: COLLABORATIVE ROBOTICS HELPING TO IMPROVE PATIENTS' WELL-BEING

The healthcare sector has to be organised differently to cope with the emergence of a vast number of new pathologies and ageing populations. We are sharing with medical institutions and laboratories our expertise in the latest technologies, such as hypervision technology for physical security, cyber security technology for data security, and cobotics (autonomous mobile robots) to improve healthcare services and free up nursing staff to perform other tasks. Some 400 specialised engineers, 400 systems engineers and 800 project engineers participate in healthcare sector projects throughout Europe and we are further extending our strong presence in the European healthcare sector by continuing to develop our competitiveness, especially through increased use of digital technologies.

(1) Source: Le Nucléaire dans le Monde/SFEN.

(2) Source: RTE, electricity production by type, 2017.

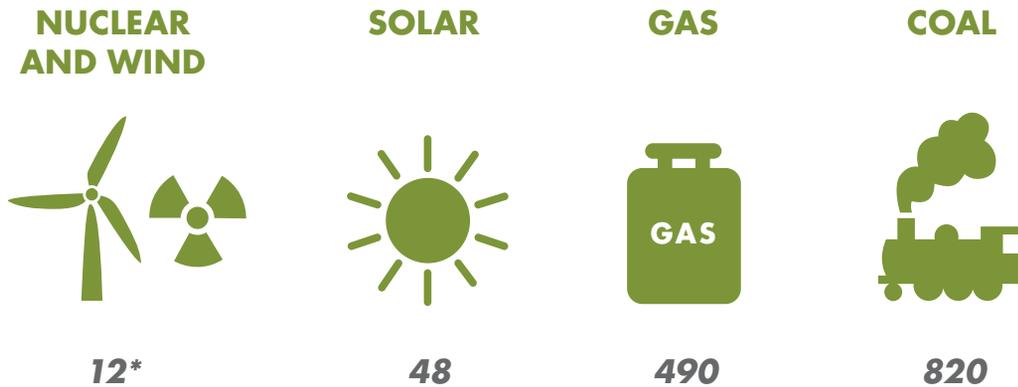
TRANSPORT: WORKING TOWARDS SUSTAINABLE AND CONNECTED MOBILITY

In a more open and more urbanised world, transport infrastructure operators are faced with many challenges, including growing passenger numbers, pollution concerns and passenger safety. We partner urban, suburban, regional and international public transport network operators, especially railway companies. Digital technologies such as Product & Project Lifecycle Management (PLM) software and digital 3-D Building Information Modelling (BIM) software, combined with solutions to improve transport systems' energy efficiency and responsible materials and resources choices are also helping us to manage engineering projects more competitively and responsibly. Our teams responsible for developing and integrating critical control and safety systems also contribute to optimising transport system operations and safety.

NUCLEAR: DIGITAL TECHNOLOGY, THE KEY TO MAKING PROJECT SECURITY RHYME WITH COMPETITIVENESS

Companies operating in the nuclear sector have to manage and analyse vast quantities of data. Deployment of PLM and BIM digital software helps multi-disciplinary teams to archive, analyse and share data in real time over the nuclear infrastructure's entire life cycle. This data traceability also translates into greater security at each stage of the project. Our digital solutions deliver improved operating margins and significant reductions (around 25%) in development and construction costs. The digital engineering software deployed for the ITER project has helped the companies in the consortium (from three different countries) and the 400-strong project team to work better together, leading to a 1.5% saving in design costs.

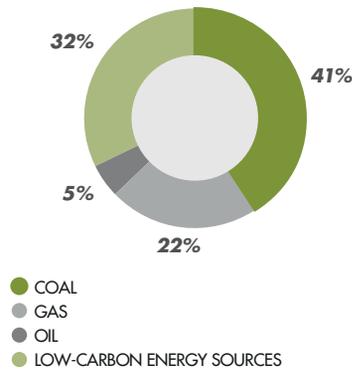
CARBON EMISSIONS BY ELECTRICITY SOURCE (source: Assystem)



* CO₂ emissions per kWh (in grams)



BREAKDOWN OF WORLDWIDE ENERGY SOURCES (source: Le Nucléaire dans le Monde/SFEN)



Managing the largest energy efficiency project in Dubai

Enova, a joint venture between Majid al Futtaim and Veolia, has signed an Energy Savings Performance Contract (ESPC) with Etihad ESCO for the deployment of energy saving measures in the Jafza industrial zone. This is the largest ESPC signed to date in the United Arab Emirates and one of the largest in the world.

The contract covers the renovation of 157 buildings providing employee housing, the replacement of 5,000 air-conditioning units, and the upgrading of 6,000 air-conditioning units, 85,000 lighting units and 34,500 water management appliances. Some 42,000 people will benefit from the project. Assystem was selected to provide Project Management Consultancy (PMC) services for the execution phase of the project.

Value created: The project will deliver a guaranteed 30% reduction in annual electricity and water use. The €13 million investment will generate a guaranteed €29 million worth of savings in energy costs over six years.

CO₂ emissions will be reduced by 18,500 tonnes and 5.5 billion litres of water will be saved over six years.

Nantes and Lyon hospitals: autonomous mobile robots lending a hand to nursing staff

Today's hospitals are vast and departments are often located far from each other. The Nantes teaching hospital needed a reliable autonomous system to move medical equipment from one part of the hospital to another and between its four different floors.

We deployed a cobotics solution (where people and robots learn to work together) in partnership with the hospital's medical teams. Two mobile robots were developed to carry endoscopes from the sterilisation area to the operating theatres.

Value created: By having robots perform this task, the nursing staff can spend more time caring for patients.

Marseille subway system: safer, connected trains and a more fluid service

Three disruptive technologies – connected mobility, sustainable mobility and autonomy – are reshaping the transport sector. Public transport is increasingly recognised as being the best way of reducing traffic congestion and CO₂ emissions. The new connected driverless subway systems are not only safer and more reliable, they also offer an improved passenger experience. Assystem was selected to manage the Marseille subway system upgrade, alongside the Parsons engineering Group. The most difficult aspect of the project consists of replacing driver-operated trains with fully automated driverless trains without interrupting the traffic.

Value created: the subway system is safer and more comfortable; trains run more frequently and are more punctual thanks to the automatic traffic management system.

Responsible effluent management at the Marcoule nuclear site

The STEMA project undertaken by France’s Atomic Energy and Alternative Energies Commission (CEA) at the Marcoule nuclear site consists of embedding radioactive effluent using a mineral cement matrix. Two new buildings have had to be constructed:

- a waste unloading station to collect off-site effluent and on-site effluent delivered by tanker truck;
- a cementation building to condition the effluent in cement matrices inside waste drums after the radioactivity has been trapped through chemical coprecipitation.

Assystem and another engineering firm, EGIS, have been chosen to provide Engineering Procurement and Construction management (EPCm) services for the entire project, from preliminary studies to commissioning.

Value created: Development of a 3-D Building Information Model (BIM) providing the manager and the operator with all the information needed throughout the building’s life cycle (operations, maintenance, modifications, dismantling). More responsible and secure management of radioactive waste in nuclear facility clean-up and dismantling operations.

The CSR strategy is organised around four key objectives:



In 2017, we stepped up our commitment through the following key initiatives:



4.1.2 CSR GOVERNANCE

We have adopted an assertive CSR strategy aligned with our business imperatives. Our CSR commitments are built around our commitment to complying with the laws and regulations in force in our host countries and reflect the best way of conducting our business. Integrity, fairness, intelligence-sharing and teamwork are also central to our CSR governance. The strategy is based on a process of continuous improvement and is promoted by management as well as by all concerned employees. We will report to shareholders each year on the measures taken and the results obtained.

Be a responsible employer

We have a long-standing commitment to helping people with disabilities to obtain employment. In 2017, we celebrated the 10th anniversary of the creation of our “Mission Handicap” by organising events throughout the year and embarking on a RoadTour. An iconic Airstream caravan (based on a 1930s design) criss-crossed France, stopping at all the Group’s facilities. Many events were organised, including “silent cafés” where employees were invited to place their order using sign language. The employment rate* for disabled employees has increased threefold in the last ten years.

We also pursue an ambitious gender balance strategy around three main pillars:

- networking, to create an internal community of women and men interested in gender balance issues;
- hiring, to tempt more women to pursue scientific careers, preferably at Assystem;
- advancing, to guarantee the well-being and career development of women employees, notably through awareness-raising, training and mentoring initiatives.

The progress made in terms of both hiring (with women representing 30% of new hires) and gender balance (women now account for 26% of the workforce) attests to our commitment to driving up the employment rate.

* Disabled employees as a percentage of total employees in France. We call this the “direct employment rate for disabled employees”. In 2018, it stands at 2.5%.

In 2017, we conducted an engagement survey of around 3,500 employees, with a 63% response rate. The survey measured employee engagement based on three key factors:

- interest in their job, the projects they are working on and the opportunities available to them to expand their skills;
- pride in working for the Group, in the contracts won and the clients served;
- the quality of client service (level of excellence).

The results provided an opportunity for us to build on our strengths (a workforce that is confident in the Group's future and proud of the Group, the quality of its management and the quality of the services delivered to clients) and to address the concerns and expectations expressed by respondents (career momentum and improved visibility about trajectories and opportunities).

Be an ethical market player

Assystem has developed a strong culture that has been enhanced by the integration of new teams and by our success in overcoming challenges.

The Assystem culture is illustrated by the following values which represent a set of guideposts for an organisation that is constantly open to change:

- the *creativity* of our teams, when it comes to finding solutions, resolving complex situations and supporting innovations;
- the *responsiveness* of a client-centric organisation that is constantly doing things for the first time in an increasingly competitive and global market;
- the *solidarity* demonstrated between seasoned experts and engineers who are just starting out on their careers, within multicultural teams serving industrial and economic sectors with different cycles;

- the *responsibility* of our teams for meeting the highest standards of excellence and professional performance in the execution of a project or engagement, and also the Group's Corporate Social Responsibility.

These values are listed in the Assystem Code of Conduct which sets out for employees the core principles that should guide their actions and decisions. They are also embodied in the 10 principles of the UN Global Compact which Assystem has pledged to uphold since 2011.

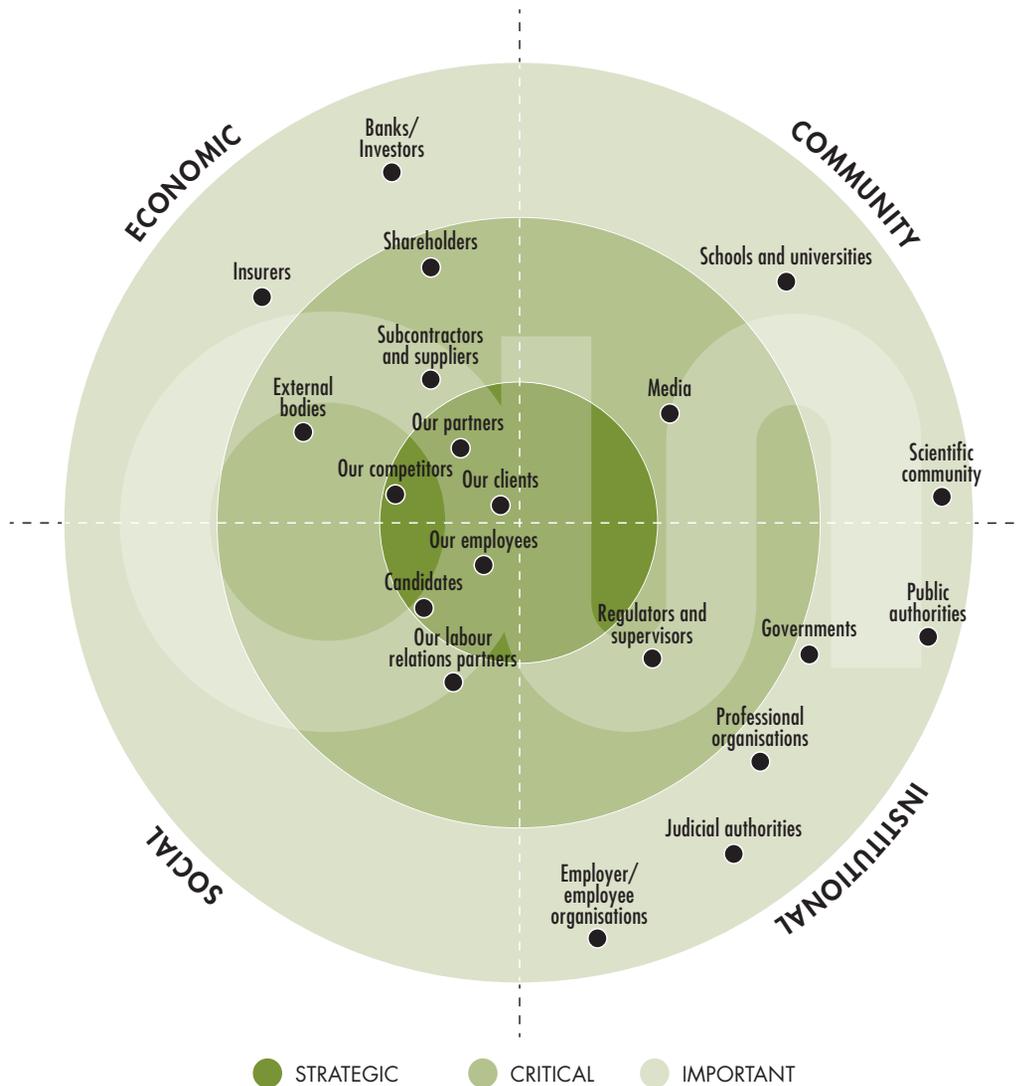
Manage the Group's environmental footprint

Sustainable mobility is a core focus of the strategy to reduce the Group's carbon footprint, given that business travel by employees currently accounts for 98% of the Group's CO₂ emissions. Among the solutions deployed in France in 2017, we issued guidelines recommending that travel be undertaken by train rather than plane for journeys of less than three hours, began transitioning the car fleet towards green vehicles and actively promoted car-sharing.

Create value for clients through sustainable and innovative solutions

The ENGAGE consortium team (of which Assystem is a member), won the Syntec Ingénierie 2017 Industry and Technology Prize for the ITER (International Thermonuclear Experimental Reactor) project. Launched several years ago in Cadarache in the south of France, the ITER project aims to create a new type of power station functioning on nuclear fusion. The project consists of recreating on Earth the fusion reaction of hydrogen atoms, in the same way as it occurs in the centre of the sun and stars. This could potentially create a safe and inexhaustible source of energy that is environmentally friendly due to the absence of radioactive waste.

4.2 STAKEHOLDER MAPPING



We are committed to listening to stakeholders in France and internationally, be they clients, employees, partners, public authorities, regulators and supervisors, students or non-profit organisations, in order to understand their expectations, identify the main risks and opportunities, adapt our approach and improve our performance.

In this way, we intend to create the necessary conditions for lasting, responsible and shared business growth. In 2017, we reviewed the stakeholder map, classifying them according to their degree of influence over the Group, the legitimacy of their demands and expectations, and the urgency with which these need to be addressed.

	Interactions	Expectations	Dialogue method
Clients	Our clients are our main source of business referrals. Thanks to them, we generate revenue and create value. Our clients' business environment influences our business. Our agile business model and ability to adapt to their environment are essential.	<ul style="list-style-type: none"> • Deliver projects • Engagement and service quality • Compliance with safety, security and environmental imperatives • Innovative technological solutions 	<ul style="list-style-type: none"> • Frequent and recurring dialogue to partner them in implementing their strategy and addressing their business challenges • Annual satisfaction survey covering 300 clients. 90% satisfaction rate • Joint participation in conferences and symposia on future developments in our businesses • EcoVadis Gold CSR rating
Employees	Our employees are essential to our value creation process. We need to develop their employability and promote an open and flexible work environment.	<ul style="list-style-type: none"> • Interesting engagements • High quality management • Competitive remuneration • Attractive employer • Skills development • Workplace wellness 	<ul style="list-style-type: none"> • Engagement survey every two years • High quality dialogue with employee representatives • Live chats with senior management
Our partners	Our partners are strategic and complementary. They enable us to access new techniques and skills in order to win new contracts. We create groups to work together on long-term projects.	<ul style="list-style-type: none"> • Joint projects built around innovative solutions • Shared project governance • High quality client service 	<ul style="list-style-type: none"> • Creation of project teams to work on common solutions
Candidates	There is a shortage of qualified engineers and it is therefore important for us to make Assystem an attractive employer brand. Attracting and hiring talent is crucial to support our growth.	<ul style="list-style-type: none"> • Interesting projects • Career paths and development opportunities • Quality of work life and attractiveness (pride in their employer) 	<ul style="list-style-type: none"> • Presence on engineering school campuses • Sponsoring partnerships with selected schools • Social media presence • Presence at job fairs • Media relations (employer brand)
Our competitors	Our competitors are in direct competition with us. We operate in the same markets, bid for the same contracts and "source" the same candidates. We offer competing innovations and technological solutions to clients. It is important that we continue to present competitive, attractive and differentiating bids in order to win contracts.	<ul style="list-style-type: none"> • Comply with the principles of healthy competition • Contribute to the public debate and industry discussions in order to drive advances in our disciplines and in professional practices 	<ul style="list-style-type: none"> • Continuous dialogue with competitors, some of which are also partners • Membership of industry organisations (Syntec Ingénierie) • Participation in conferences, debates and trade fairs.
Shareholders	The support of our shareholders is critical to the Group's medium-term development. They want to be informed about our major decisions and core strategies. They expect us to meet the highest standards of corporate governance, in accordance with the AFEP-MEDEF Code.	<ul style="list-style-type: none"> • A sustainable business model • Recurring performance • Ethical practices • Transparency about financial and other issues 	<ul style="list-style-type: none"> • Publication of the reports required under the applicable regulations • Organisation of • General Meetings • Organisation of investor and analyst meetings • Code of Conduct • Securities Trading Code of Conduct

4.3 HUMAN RESOURCES INFORMATION: HR DEVELOPMENT AS A DRIVER OF PERFORMANCE

The Group's 2017 HR indicators are as follows:

	2017	Global Reporting Initiative (GRI) V4 equivalent
Total number of Group employees* at 31 December	4,832	G4-9
% of permanent contracts at 31 December	86%	G4-10 (b)
% of women at 31 December	25%	G4-10 (a)
% of seniors* at 31 December	26%	G4-LA12 (b)
% of employees with disabilities* at 31 December	2%	G4-LA12 (b)
Average age of employees at 31 December (in years)	37.5	G4-LA12 (b)
Number of new hires during the year	1,135	G4-LA1 (a)
Employee turnover during the year	199	
Absentee rate* for the year (number of absentee days lost per 100 days worked)	3.47	G4-LA6 (a)
Accident frequency rate* for the year (number of workplace accidents per million hours worked)	3.13	G4-LA6 (a)
Accident severity rate* for the year (number of accident days lost per 1,000 hours worked)	0.08	G4-LA6 (a)
Number of employees trained* during the year	2,292	G4-LA9 (a)
Total number of hours' training* given during the year	59,088	G4-LA9 (a)
Average duration of training* given during the year (in hours)	25.78	G4-LA9 (a)

* These terms are defined in Section 4.6 below. Except for the total number of Group employees, all of the above indicators exclude Insiéma, MPH Global Services and MPH Global Services' subsidiaries and associates.

4.3.1 A DYNAMIC HUMAN RESOURCES STRATEGY BUILT IN THE GROUP'S IMAGE

Employees are the Group's lifeblood. The challenge for Assystem is to nurture diverse profiles and offer equal opportunities to progress in the organisation, so that each and every employee can follow an interesting career path. Our teams' expectations are changing and it is up to management to come up with responses when staffing client engagements.

4.3.1.1 Number of employees

As of 31 December 2017, Assystem had 4,832 employees.

The total can be broken down as follows:

By geographic region:

- France: 3,441, representing 71.2% of the Group total;
- International: 1,391, representing 28.8% of the Group total.

The average age of employees as of 31 December 2017 was 37.6 years, with seniors (employees aged 45 or over) representing 26% of the Group total. Women make up 25% of the workforce.

4.3.1.2 Employee turnover

A total of 1,135 people were hired in 2017 (permanent and temporary contracts), of which 980 in France. Employees with permanent contracts represent 86% of the Group workforce and 93% of the workforce in

France. The high proportion of employees with permanent contracts has been a constant feature of the workforce for many years and demonstrates our commitment to offering stable employment opportunities while also helping young people to set foot on the career ladder. In 2017, young people accounted for 19% of new hires in France. Seniors (employees aged 45 or over) represented 10% of new hires.

Employees are taken on under fixed-term contracts only as short-term replacements or to deal with a temporary surge in activity, in accordance with French labour laws. Around 2% of employees in France have been hired under "CDIC" open-ended project contracts with an average duration of more than two years, corresponding to the development cycle at Assystem.

Hiring people with disabilities is another important challenge for the Group. In recent years, various initiatives have been launched to improve our performance in this area, particularly in France. Examples include:

- development of partnerships with job sites and recruitment firms specialised in helping people with disabilities to find work;
- awareness-raising initiatives among managers and other staff responsible for hiring new employees;
- organisation of hiring events (job forums, handicafés, etc.).

Lastly, a total of 1,040 employees left the Group in 2017, including 199 who were dismissed.

4.3.1.3 Remuneration

In 2017, the Group's payroll costs were as follows (see also Note 5.3.1 to the consolidated financial statements in this Registration Document):

In millions of euros	2017
Wages and salaries	(218.5)
Social security contributions	(59.2)
Total	(277.7)

At its meeting on 26 July 2017, the Board of Directors used the authorisation granted by shareholders in the 24th resolution of the Annual General Meeting of 24 May 2016 to:

- Amend the 4 July 2016 performance share plan by setting the portion of Tranche 2 shares that will vest for their beneficiaries at the end of the vesting period (30 April 2020) at 40% of the shares originally granted to them under Tranche 2 on 4 July 2016, corresponding to a total of 91,800 shares for all 89 beneficiaries. The vesting of the Tranche 2 shares will not be subject to any performance conditions and the only applicable condition will be that the beneficiary remains a member of the Group from 4 July 2016 until 30 April 2020. In addition, the shares will not be subject to any lock-up period.
- Award 66,750 free shares to 89 beneficiaries, without any performance conditions, subject only to their remaining a member of the Group from 26 July 2017 to 30 April 2020. These shares will not be subject to any lock-up period.
- Award 1,000 free shares to one beneficiary, without any performance conditions. The vesting period for this free share plan will end on 26 July 2019 and the shares will not be subject to any lock-up period.
- Award 3,000 free shares to one beneficiary, without any performance conditions. The vesting period for this free share plan will end on 30 April 2020 and the shares will not be subject to any lock-up period.

At its meeting on 7 September 2017, the Board of Directors used the authorisation granted by shareholders in the 26th resolution of the Annual General Meeting of 16 May 2017 to grant 10,500 free shares to 13 beneficiaries, without any performance conditions. The vesting period for this free share plan will end on 30 April 2020 and the shares will not be subject to any lock-up period.

Information about these free share plans is also provided in Note 5.3.3 to the consolidated financial statements in this Registration Document.

4.3.1.4 Organisation of working hours

We ensure that employees work in a safe, respectful and pleasant environment, in line with our belief that happy employees are engaged employees.

We have backed up this policy by issuing a work/life balance charter and we also support employees during important life events such as the birth of a child, a serious illness or an accident, as well as proposing flexible working arrangements. The Group's organisation and processes are designed to promote employee empowerment, initiative and accountability. In 2017, the absentee rate in France was 3.62%.

ADOPTING NEW FORMS OF WORK

A teleworking agreement was signed during 2017 with trade union representatives, following a pilot scheme implemented the previous year. Teleworking has many social, financial and environmental benefits. The agreement provides a protective and structured framework for eligible employees, who are given the option of working from home one or two days a week.

It gives employees more flexibility and independence in organising their working hours. By limiting commuting time and reducing tiredness, stress and the related risks, teleworking enables employees to enjoy a better work/life balance. This solution is also a factor of social inclusion, by making it easier to employ people with disabilities or suffering from a chronic illness.

The agreement enables us to create a more engaged workforce, reduce our overall carbon footprint, optimise workspace utilisation and improve our teams' accountability and performance.

Training tools were developed to support this cultural change, which requires a degree of trust, clear objectives and manager and team buy-in. A half-day training session and a guide to teleworking enabled managers to find out more about the system, embrace this new form of remote management and remove any obstacles. Eligible employees were given a teleworker's handbook setting out their rights and obligations and outlining the benefits of teleworking. A communication campaign was organised to support the introduction of the new agreement and further awareness-raising initiatives will be launched in 2018 to inform employees and managers about this new working arrangement that is also available for staff working in clients' offices.

RIGHT TO DISCONNECT

Extending the initiatives to improve the quality of work life, in 2017 a collective agreement was signed implementing the "right to disconnect" provisions of French labour regulations. The aim of the agreement is to establish rules for the use of professional digital applications, especially outside working hours. We want to promote reasonable use of computers, smartphones, e-mail and other digital devices by insisting that employees remain disconnected from these tools between 8:00 pm and 7:30 am on working days and throughout weekends, holidays and other leave periods.

An innovative system for employees who are on bench

Innovation is part of Assystem's DNA and we actively promote this culture within the organisation and through specific programmes. To stimulate team creativeness, engineers who have finished one engagement and are waiting for a new one to begin are invited to join the Innovation unit and work on ground-breaking technological solutions such as the use of 3-D Building Information Modelling (BIM) in engineering projects. They can also devote the time to community outreach initiatives, such as the Handroide exoskeleton project to develop a wheelchair that enables people with reduced mobility to pass obstacles more easily, thereby facilitating their access to industrial sites. This type of project is financed by the French research tax credits generated by the Innovation unit's R&D activities.

4.3.2 OPEN DIALOGUE WITH TEAMS AND EMPLOYEE REPRESENTATIVES

Social dialogue is a powerful component of Assystem's corporate identity. We work hard to maintain smooth communications between management, elected employee representatives, the trade unions and employees.

4.3.2.1 Social dialogue

We are building social dialogue with employee representatives and the trade unions on issues concerning the Group's strategy, financial and business policies and human resources policies. The process enables us to share information about defining events in the life of the Group in a climate of trust and openness. One example is the regular participation of the heads of the Business Units in the monthly meetings organised between employee representatives and the trade unions. We are convinced of the benefits of continuous constructive dialogue based on mutual respect, a responsible attitude and kept promises.

In 2016, an agreement concerning special arrangements and resources for employee representatives was signed between AEOS and the trade unions. The purpose of the agreement, which goes beyond the Group's legal obligations, is to enable Works Council members to perform their duties in the best possible conditions by allocating additional hours for Council business to each member.

In 2017, all elected employee delegates were invited to an information day during which they had an opportunity to exchange views with members of management. The broad lines of the Group's strategy were presented, in the presence of the Chief Executive Officer, and during the afternoon, a question and answer session was organised on employment and other HR issues.

4.3.2.2 Overview of collective agreements

In accordance with the applicable legislation, two collective agreements were signed in France in 2017 on:

- teleworking;
- the right to disconnect.

These agreements, which concern work organisation and conditions, add to the collection of agreements signed in prior years that are still in full force and effect (covering such issues as gender equality, employment of disabled persons, employee profit sharing and time savings accounts). They aim to introduce more flexible working methods, while also helping the Company to operate efficiently and improve its performance through greater employee engagement and active dialogue with elected employee representatives.

4.3.3 DIVERSITY, AN INVALUABLE STRENGTH AND A DRIVER OF PERFORMANCE

Fighting discrimination is an integral part of our corporate values. We endeavour to create an inclusive environment and to promote diversity as a driver of performance in response to client expectations. The aim is to reflect the society in which we operate and to enable the women and men who make up our corporate community to express their talents.

4.3.3.1 Promoting gender equality

The engineering profession traditionally attracts more men than women. For many years now, we have been actively promoting gender balance and equality, and have signed a collective agreement on this topic. We are convinced that gender balance is a key driver of transformation, competitiveness and organisational innovation. Our assertive policy focuses on:

- increasing the number of women interviewed during the hiring process;
- implementing initiatives such as training and mentoring to help women move up the career ladder and take on senior management positions;
- guaranteeing pay equality;
- offering a good work/life balance.

To fulfil these commitments, we have set up a structured organisation comprising a gender diversity officer tasked with defining and deploying the Group's strategy and objectives in this area, a Group-level steering Committee that meets once a month to track the status of gender diversity projects and validate the work performed, a project team responsible for the projects' operational management that meets twice a month to ensure that initiatives are proceeding according to plan, and a network of correspondents responsible for deploying the gender diversity programme in their respective countries and regions.

Our commitment to going further and faster with this policy is supported by a set of clear objectives to be met by 2020:

- hiring: 40% of new hires to be women by 2020 (versus 30% in France in 2017 and 22% in 2010);
- gender balance: women to account for 30% of the Group's total workforce by 2020 (versus 25% in 2017 and 17% in 2010);
- proportion of women in management positions: 30% of managers to be women by 2020, reflecting the proportion of women in the total workforce (versus 11% in 2010).

We have adopted a two-pronged strategy to meet these goals:

- Encourage women to choose scientific careers in order to expand the talent pool and deploy a sponsoring strategy focused on training

girls and women with priority given to scientific education. We are convinced that education and training are two key drivers of women's independence. We put this strategy into practice by:

- Joining forces with target engineering schools very early in the education cycle, to partner them in their awareness-raising initiatives in colleges and high schools, designed to encourage girls at a young age to specialise in technical and scientific subjects.
- Setting up mentoring programmes to provide young engineers with support in their training and career choices. In 2017, we renewed our commitment to the Lyon INSA science institute by creating a Gender Equality Chair (see Section 4.3.5.2).
- Teaming up with external partners working in this area, such as the "Elles Bougent" non-profit organisation.
- Promoting the advancement of women within our organisation by:
 - Developing monthly opportunities for women to share experiences and network through the Incredible Women programme.
 - Organising a specific training programme for women, including a Women Leaders training module, to boost their careers.
 - Identifying a pool of high potential women engineers and offering them specific support and monitoring.
 - Setting up a mentoring system to steer young women towards management positions and allow them to benefit from the advice and guidance of seasoned engineers and managers.

Women have their own network at Assystem

Incredible Women is an initiative proposed by one of the women working at Assystem that was enthusiastically taken up by management. This internal network has around 300 members. Various events are organised to give women the opportunity to meet each other, exchange views with members of senior management or external speakers and receive advice and guidance. In 2017, an evening event was organised to present to women engineers the various nuclear engineering professions along with the positions to be filled in the Paris region.

4.3.3.2 Disability, a driver of social innovation

As a Group working in high-tech industries, Assystem believes that technological innovation is not enough on its own, it should be accompanied by innovations that benefit employees and the community. We are identified in part by our ability to propose innovative solutions that increase job opportunities for people with disabilities, explore new ways to communicate about disability issues and come up with original ideas to help employees view their activities through the eyes of a disabled person.

In 2017, we celebrated the 10th anniversary of our "Mission Handicap". Since it was created, we have tripled the disabled employment rate and multiplied by six the number of people with disabilities hired by the Group. As one of the first engineering groups to take assertive action in this area, we have succeeded in embedding disabled employment in our corporate culture by signing a second three-year agreement in favour of this category of employees, covering the period 2016-2018.

The Mission Handicap's results and advances are visible on a daily basis and are a genuine source of encouragement. Objectives have been set and a continuous improvement process is deployed by a network of correspondents through the following initiatives:

- Hiring and integration of people with disabilities: 20 full-time employees and 3 employees under work-study contracts, to attain the 3% disabled employment rate by end-2018. To achieve this objective, we are working with specialised recruitment firms such as RQTH Recrutement. In 2017, for the second year running, we supported Handiréseau's "Trophées des Femmes en Entreprises Adaptées" awards for women working in companies specialised in employing people with disabilities. These awards reflect two causes that are close to our hearts, employing people with disabilities and promoting gender balance.
- Partnerships with engineering schools – ENSAM and the Lyon INSA – and the "Hanploi & School" programme to raise student awareness of disability issues. Mission Handicap works with target engineering schools to promote integration of people with disabilities and raise awareness among future managers of the challenges of managing diversity. This is an important commitment, because people with disabilities experience problems in accessing higher education in order to qualify as engineers. It is why we are committed to setting up engineering skills acquisition programmes for people with disabilities who embark on three- or five-year degree courses.
- Helping people with disabilities to keep their jobs: we work with an ergonomist to adapt work stations, as well as implementing employability management initiatives. Mission Handicap works with the internal mobility unit to ensure that people with disabilities keep their jobs or transfer to other positions within the organisation.
- Regular information and awareness-raising initiatives targeting employees and managers alike. The HandiWeeks organised every year since 2014 consist of a week-long series of events dedicated to disability issues in our various facilities.
- Technological innovation, with the Innovation unit's Handroide project to build a prototype of a hybrid mobility assistance wheelchair. By combining three functions – wheelchair, exoskeleton and gyropod – Handroide will enable people with reduced mobility to access all industrial sites. Mission Handicap, which supports over 20% of employees with disabilities or motor impairment, is helping to fund the project.
- Development of partnerships through the purchase of services from sheltered workshops and companies specialised in employing people with disabilities (see Section 4.5.2).

A RoadTour to celebrate Mission Handicap's 10th anniversary

To mark Mission Handicap's 10th anniversary, the team criss-crossed France in an iconic vintage-style caravan, meeting employees, local partners (non-profits, regional authorities) and clients (EPR Flamanville and EDF Marseille), and organising sign-language courses, theatrical events and Christmas markets selling products made in sheltered workshops or by companies specialised in employing people with disabilities. Highlights of the RoadTour included "silent cafés" where employees were invited to place their orders using sign language and the installation of a photobooth outside the caravan with pictograms presenting different aspects of disability. The photos were then displayed in a collaborative fresco. This was an ingenious way of linking the Group's various entities. Following the example of the engineering professions, Mission Handicap endeavours to innovate by developing disruptive solutions. Some 290 employees took part in the RoadTour which was supported by a large-scale media campaign.

Preventing discrimination

We are also committed to creating an inclusive environment and preventing all forms of discrimination, in particular through the "Equal Access to Education" charter adopted in 2005. We have built on this charter by organising regular training and information initiatives. The "Manager's Employee Relations Toolkit" training programme for new managers includes diversity training designed to provide a basic understanding of all of these issues, including disability. In 2018, in compliance with new legislation in France, staff involved in recruitment, managers and HR teams will participate in a training programme on diversity-sensitive hiring practices addressing 24 discrimination criteria, conducted with the assistance of an external partner.

4.3.4 WORKPLACE HEALTH, SAFETY AND WELL-BEING: A PRIORITY

Workplace health and safety are a priority concern and we pay particular attention to identifying and preventing risks. Our safety culture is a significant driver of internal cohesion; however, it is also an important issue that we address through a broad-based approach to protecting employee health and safety that considers not only applicable health and safety regulations but also the standards set by our clients and our own internal standards.

4.3.4.1 Health and safety, focused on preventing risks

We have established a health and safety management system aligned with international standards such as OHSAS 18001.

In 2017, all of our facilities in France were OHSAS 18001-certified. In the belief that safety is a driver of performance, we are committed to conducting our business in a safe environment for our employees, clients, partners and other stakeholders.

We have developed a four-pronged health and safety strategy:

STRATEGY TO PREVENT MAJOR PHYSICAL AND PSYCHO-SOCIAL RISKS

Assystem is an engineering group and its exposure to the risk of serious accidents is therefore limited. Physical risks mainly concern road accidents (45%), slipping and falling (35%), dizziness (9%) and accidents linked to the work environment and technical gestures.

In 2017, we kept up our efforts to reduce the number of road accidents involving our employees in France. These occur mainly during employees' daily commute or business trips. Several initiatives have been deployed, including:

- campaigns to raise awareness of road accident risks;
- road safety training for employees who spend a lot of time on the road (i.e. drivers who clock up more than 27,000 km. a year);
- half-day eco-driving courses for employees who have been involved in an accident during the past year.

These courses helped to reduce the accident rate by 1.2% in 2017.

Preventing psycho-social risks is also a key concern for the Group. Management is keenly aware of situations that could make employees feel vulnerable or experience a loss of confidence, such as:

- exceptionally complex projects with very short deadlines, where the support and encouragement of all the teams involved is important;
- the on-bench periods that are a feature of Assystem's business model, leading to professional and geographic mobility for the consultants concerned who receive effective support from the Group;
- individual situations (such as extended periods of ill health or the loss of a loved one) and group situations (such as a terrorist attack or a state of emergency) that temporarily affect the life of employees.

We have a long-standing proactive strategy to address these risks, through a vigilance network made up of members of the Health, Safety & Working Conditions Committee, the directors of the regional offices and human resources professionals. The network's mission is to identify and monitor employees classified as "at risk" or who have become vulnerable following an adverse life event. Managers at all levels in the organisation receive regular training in ways to prevent these risks and to manage them if they arise. The focus on anticipating and listening ensures that employees who are struggling to cope receive the support they need. The solutions offered may include making adjustments to their workstations. Employees can also contact a confidential helpline operated by an external firm, Ileas.

Developing a genuine safety culture in the nuclear industry

The growth of our engineering services for the nuclear industry, coupled with the standards imposed by our clients and industry regulators, encouraged us to implement an assertive risk management strategy in this area. We are committed to actively working to raise employees' awareness of the risks by a variety of means, including regulatory and voluntary training programmes, practical guidelines and action to instil a culture of risk prevention. The broad lines of the strategy are presented in a nuclear safety charter. The charter presents the nuclear risk management strategy and extends the continuous improvement process in the areas of quality, safety and environmental protection.

Assystem and its partners and subcontractors have pledged to uphold the following principles:

- make nuclear safety a core priority; promote development of a joint and shared nuclear safety culture aligned with International Atomic Energy Agency (IAEA) guidelines and best practices for the management of human, social and organisational factors;
- guarantee deep management involvement in operating activities, focused on discipline, control and vigilance;
- build a culture of continuous improvement, to which all employees contribute, based on appropriate guidelines to guarantee compliance with the nuclear operators' safety standards and local nuclear safety regulations;
- maintain the highest internal and external standards in order to make Assystem's outstanding nuclear safety culture one of the Group's core strengths.

INVOLVING LINE MANAGEMENT IN MANAGING RISKS

We ensure that line managers and supervisors are warned of the risks associated with certain jobs. Safety training is given to regional office managers and project managers through half-day chat sessions designed to alert them to key safety issues. Led by an expert, the chat sessions are designed to develop a genuine safety culture based on experience sharing and feedback. In 2017, a total of 100 managers received training organised around eight specific topics. The chat session on "The right to leave the workplace" explained to participants the meaning of this term (individual right of an employee to leave his or her workplace in the event of serious and imminent danger to health and life), the manner in which the right may be exercised and the proposed solution for reorganising the work in a safe place. Further chat sessions will be organised in 2018 for 300 local managers, representing a total of 4,600 hours' safety training.

RAISING EMPLOYEES' AWARENESS OF HEALTH AND SAFETY RISKS THROUGH TRAINING

Over 2,500 health and safety chat sessions were organised in 2017 throughout France, involving 3,000 employees. Led by middle managers, these chats on topics raised by front-line employees are one of the highlights of our health and safety strategy. They represented some 6,000 hours' training in 2017. Management and employee appropriation of health and safety issues reflects a high-level commitment to continuously improving project and site safety.

We have also developed a digital Health-Safety-Environment guide for new hires, describing the main risks associated with our businesses (nuclear risks, electrical risks, chemical risks, road accident risks, slipping and falling risks, risks associated with working on computer screens, etc.), the related preventive measures and the behaviours to be adopted to prevent their occurrence.

DEVELOPING A CULTURE OF LEARNING BY EXPERIENCE

Learning by experience and through continuous improvement is an integral part of the Assystem health and safety strategy. Risks identified by front-line employees are reported using the Easy digital app and integrated in the information system. Over 500 risks were reported via Easy in 2017. The data are analysed and discussed during monthly steering Committee meetings. The aim is to lead a dynamic risk reporting process at the Group's various facilities, share best practices and feedback from front-line employees.

4.3.4.2 Promoting quality of working life

Our quality of working life initiatives cover three areas: improving work/life balance, preventing discrimination, and promoting flexible working arrangements. They are aligned with the collective agreement signed with employee representatives.

The two agreements signed in 2017 (on teleworking and the right to disconnect – see Section 4.3.2.2) follow on from earlier collective agreements on gender balance, employees with disabilities and mobility. Their aims are as follows:

- develop a different way of managing financial performance;
- support the quality of the commitment;
- reduce absenteeism;
- reduce stress;
- make Assystem a more attractive employer;
- leverage the employer brand.

In 2017, we organised our first survey of employee and manager engagement and satisfaction, covering the quality of management, work organisation, work/life balance and remuneration policies. The on-line questionnaire in two languages was filled in by 63% of employees.

The results confirmed Assystem's strengths, with high scores awarded to the following criteria:

- confidence in the Group's future;
- pride in the Group;
- free and open discussions and pleasant work environment;
- empowerment and responsibility for getting the job done;
- quality of client services.

Areas for improvement identified by the survey included:

- improving operating processes and methods;
- providing employees with greater visibility concerning their career trajectories (mobility, training and salary).

Employees were informed of the survey results during meetings of Management Committees and Business Unit Committees. We are developing progress plans to address the areas for improvement and a new survey will be carried out in 2019 to measure the advances made since 2017.

To create a positive and friendly work environment, the Issy-les-Moulineaux facility has started organising weekly relaxation sessions on a trial basis. In addition, six facilities in France receive weekly deliveries of fruit baskets sourced from producers that apply responsible and sustainable farming practices.

4.3.5 DEVELOPING TALENT

We are pursuing a strategy based on a combination of organic growth and acquisitions. To support development of the business and facilitate the integration of new teams, we have comprehensively reworked our organisation and processes by creating cross-functional units to lead initiatives in the areas of mobility, hiring, talent management, remuneration and benefits. The aim is to address these human resources challenges in all of the Group's host countries, based on a holistic local vision of each market.

4.3.5.1 Attracting talent

Hiring talent is one of the cornerstones of Assystem's growth strategy. The ability to pick out, attract, develop and promote the best talents is of strategic importance in a hyper-competitive market. In 2017, we hired some 1,000 people in France, based on objectives aligned with our commitments in terms of diversity and social inclusion. 63% of new hires were engineers, around 20% were juniors and 25% were women (30% in France).

Candidates introduced to Assystem by Group employees who went to the same school or university accounted for 28% of new hires in France. This high rate attests to the engagement of our employees, who act as powerful ambassadors for the Group. The advantages for Assystem are clear: less time is devoted to the hiring process and there is also a lower risk of selecting the wrong profile. Job boards are the second largest source of candidates, followed by ads placed on the career pages of newspapers and magazines (11%).

We have also raised our profile on social networks, which have become essential hiring tools when it comes to attracting increasingly mobile and connected candidates. Managers highlight key messages on their LinkedIn pages to boost Assystem's attractiveness, nurture the employer brand and showcase job opportunities.

4.3.5.2 Retaining young talents

We have developed an assertive graduate hiring strategy, in line with our commitment to training and passing on knowledge and expertise to the younger generation. On average, young graduates account for 20% of new hires (all types of contracts combined), of which 75% are given permanent contracts. All new employees take part in induction programmes and benefit from personal career development plans.

AN INDUCTION PROGRAMME FOR NEW HIRES

The welcome afforded to new hires plays an essential role in ensuring that they settle easily into their new job and find their feet within the organisation. We have developed an induction programme to facilitate the integration of new hires, particularly when this is their first job and they are unfamiliar with the corporate environment. A core aim of the induction programme is to support them as soon as they set foot in our offices and during their first few months with the Group.

The various stages in the programme are as follows:

- on arrival, the new hire is given a welcome kit containing a selection of useful documents, along with a description of the procedures and agreements applicable within the organisation;
- they are welcomed on arrival by the manager who gives them a guided tour of the offices, provides them with the equipment they need (computer, security pass, etc.) and outlines the security and safety rules to be observed;
- they then meet the administrative assistant responsible for supporting employees throughout their career with Assystem, who explains the procedure for filing expense claims and time sheets, submitting holiday requests, etc;
- at the end of the first month, and again after the fourth or seventh month, they meet the person who hired them, to review their integration and assess whether their needs have been met;
- feedback is obtained from the new hire, in the form of a fresh-eyes report designed to assess the quality of the induction process and report any information that will help to improve it;
- if necessary, the manager initiates training or other measures to enable the new employee to do their job in the best possible conditions;
- specific integration measures (such as breakfast meetings and dedicated meetings) may also be organised depending on the number of new hires and their profiles.

A WINNING CAREER PATH FOR VERY HIGH POTENTIAL ENGINEERING GRADUATES

In 2017, we launched the Graduate Programme designed to prepare the new generation of talents for management responsibilities. The 24-month programme targets young engineering and business school graduates and juniors (employees with less than three years' experience). Organised in three rotations including an international one, it will enable participants to discover the various Group functions (technical, project, sales & marketing). They will be mentored by a member of the Executive Committee and will have the opportunity to work on the Group's largest energy and infrastructure projects such as ITER, EPR, France's nuclear power plants, the Grand Paris project or the construction of industrial cities in the Middle East.

A COMMITTED INTERN STRATEGY

We are pursuing our apprenticeship and internship strategies designed to increase the employability of young people. The strategy includes the "Incredible Engineers" programme that enables teams of young people to participate in a competition to select the best R&D projects. In 2017, the competition concerned cobotics (collaborative robotics) projects. We also give them the opportunity to be supported by a tutor and a coach throughout their internship, and to join the Group if they wish. Around 70% of interns are subsequently hired under permanent contracts. In 2017, we offered 100 internships and 50 work-study contracts to young people.

PREFERRED RELATIONS WITH TARGET ENGINEERING SCHOOLS

Our relations with engineering schools are central to our strategy for hiring the best talents. We have established partnerships with target schools – the INSA Group, INSTN and ENSAM – that fulfil three core objectives:

- strengthen Assystem's reputation, proximity and attractiveness vis à vis these schools through expert presentations in the various faculties and during certain courses and enable students to discover the various disciplines and job opportunities at Assystem;
- create bridges between the school and the Company, participate in on-campus career fairs and give students opportunities to work on case studies or innovative research topics;
- facilitate the hiring of young graduates, interns and apprentices.

Assystem supports the INSA Group

In line with our commitment to helping train the engineers of the future, we support the INSA Group of engineering schools as part of the drive to raise the profile of the Assystem employer brand among engineering students.

- In 2017, we renewed our partnership with the Lyon INSA for a further five years, becoming the first corporate sponsor of the Gender Equality chair coordinated by the Gaston Berger Institute. Supported by specialists in the humanities and social sciences, the course aims to develop and disseminate knowledge about gender studies in such areas as education, career guidance and jobs, in order to promote a better understanding of the processes at play during the development of engineering students' training and career plans.
- The creation of a Nuclear Commissioning chair in partnership with the Rouen-Normandy INSA is further evidence of our commitment to offering innovative professional training solutions that respond to today's industrial challenges and operational needs. Commissioning is a decisive stage in a nuclear project. More than 55 students attending the Rouen-Normandy INSA have had the opportunity to follow the course, which combines theory and practice, project work overseen by Assystem experts and internships within the Group.

4.3.5.3 A commitment to supporting employees aged 45 and over

In France, we have made long-standing commitments to capture the full value of the skills and experience acquired by seniors (defined as employees aged 45 and over), while also helping young graduates carve out their niche in the corporate environment. Assystem pays close attention to the professional development of seniors.

We have set up a career management system that promotes the transmission of knowledge and expertise through the technical expertise unit that seniors are invited to join. These experts develop and/or lead training sessions on nuclear safety organised by our internal training institutes and may also give courses at target engineering schools.

The expertise of these more seasoned employees provides an opportunity to leverage the Group's core competencies, especially in the nuclear sector. Some of them have acquired very valuable experience, having participated in the commissioning of all of France's nuclear power stations (900/1300/1450, RNR) and worked on other nuclear projects throughout the world. They add real value to the transmission of nuclear knowledge and skills during initial training courses.

Each year, during the annual performance appraisal and career review, seniors are specifically asked about their expectations and needs concerning their medium-term future (development, promotion) and their interest in devoting time and energy to initiatives designed to transfer proprietary knowledge to younger generations.

Our hiring strategy also concerns seniors. In the last three years, 16% of new hires have been aged 45 and over.

4.3.5.4 Intergenerational skills transfers

We undertake numerous initiatives to promote the transmission of skills between generations. Around thirty skills communities have been created to facilitate knowledge sharing. Tutoring, mentoring, coaching, sponsoring and buddy systems are also included in the arsenal used to preserve know-how and contribute to disseminating the Group's industrial expertise. Leveraging expertise is a key driver of competitive differentiation for Assystem.

4.3.6 PROVIDING TRAINING TODAY TO MEET THE NEEDS OF TOMORROW

Human capital is an engineering company's principal asset. It is also our main driver of performance, which is why we endeavour to raise the employability of our teams to the highest level by offering employees a training roadmap that places them in a learning environment built on innovation and experience sharing. In France, we spend the equivalent of nearly 4% of our total payroll on training, an investment that goes well beyond our legal obligation. In 2017, some 65% of our employees in France received some form of training, representing over 53,000 hours in total.

The technical and behavioural skills required in the engineering business are constantly changing, impelled by current projects, new client requirements, technological advances and regulatory changes. Today's

challenges include cyber security, 3-D digital modelling, predictive network maintenance, energy efficiency and new regulations.

In this changing environment, the ability to align our teams' skills and expertise with the Group's growth strategy and operational needs is of strategic importance.

Our training programmes have been developed against this backdrop, to address three priorities:

Ensure that the skills base develops in line with the changing needs of the market and clients

Each year, the training development plan is aligned with the core strategies and marketing objectives defined by executive management and the Business Units.

The aim is to keep pace with the changing needs of the market, our clients, our businesses and disciplines.

In 2017, regulatory training, mainly in the area of health and safety, represented a high 60% of total training hours, while technical training in the engineering disciplines represented 21%. In the nuclear sector, given the significant risks involved, 38% of interns participated in training programmes on nuclear safety, nuclear facility operations monitoring (21%) and testing (20%).

Another key focus of training initiatives in 2017 was the use of 3-D technologies, with 80% of engineers in the nuclear civil engineering, infrastructure and transport sectors receiving training in the use of Product & Project Lifecycle Management (PLM) software and digital 3-D Building Information Modelling (BIM) software. These training initiatives support the projects currently in progress and ensure that we have the skills in place to bid for future public sector contracts. The digital modelling training programme covers three areas: the challenges and benefits of 3-D modelling, regulatory compliance and use of the software.

We have also expanded our management training programmes to help our engineers adapt to the new more open, collaborative and interactive working methods. Other training modules concern personal development and professional efficiency. 24% of employees took a self-affirmation, inter-personal skills or assertiveness training module, 33% improved their English language skills so that they could work on international projects and 6% learnt how to better manage their time.

Transmit technical and methodological knowledge, with the development of multi-modal bespoke content and roadmaps

As a skills creator, the Assystem Institute's main role is to enhance our teams' employability, nurture talents, update and enrich the knowledge base in line with technological, technical or regulatory developments and support employees while they are on bench.

The Institute leverages the Group's knowledge base, enhances individual expertise and federates the skills acquisition roadmaps for the various disciplines, through internal organisations such as the Assystem Nuclear Institute, Assystem Life Sciences Institute or Assystem Project Management Institute whose programmes are closely aligned with the Group's strategy. We are committed to retaining our leadership and expertise in our traditional nuclear business, while also leveraging our expertise in managing complex projects by promoting the transfer of skills to other sectors such as healthcare. A fourth organisation, the Assystem Cyber Institute, will open its doors in 2018, with the mission of developing our teams' expertise in the growing area of cyber security in industrial environments.

These internal institutes have three objectives:

- align the skills base with their specialist sector's requirements and identify clients' needs;
- identify and map available resources and expertise (experts/trainers);
- update/realign the integration and specialisation training roadmaps based on feedback from front-line personnel and the Assystem communities of experts.

This organisation enables us to circulate knowledge and expertise more quickly between generations and also between sectors.

Develop a learning culture

In today's knowledge economy, meeting our growth targets and securing employee engagement depends on our ability to develop a learning community and promote a learning organisation. To this end, we propose a varied teaching system, combining personal and multi-modal solutions, and formal and informal learning experiences. Physical and virtual classrooms, e-learning modules, interactive conferences and digital learning resource libraries promote the pooling of individual knowledge to create collective knowledge, while also developing our teams' employability and stimulating individual learning.

The pharmaceutical sector is heavily regulated and large-scale training is needed to optimise the cost of acquiring knowledge and improve its traceability. To address this challenge, in 2017 an e-learning module on pharmaceutical regulations was created. The 90-minute scenario-based module was designed to provide over 150 employees with a shared basic knowledge of regulatory issues. The light-hearted scenario peppered with quizzes is organised in two phases addressing the regulatory environment and the general principles underpinning best manufacturing practices.

A career and skills management tool

We believe that managing and developing employees' skills is central to our future success. Employees have the opportunity to drive their own careers and to gain international experience, with four areas of specialisation (Technical, Projects, Management and Sales & Marketing). A discipline and knowledge map has been developed to ensure that our skills base is aligned with our changing needs. Alongside this map, the Strategic Workforce Assystem Planning (SWAP) system maps each employee's profile, career path and skill level. SWAP provides a snapshot of the expertise and know-how required for an engagement or for an employee's mobility project. It enables employees to project themselves on the career paths offered by Assystem and to identify the skills they need to improve or develop.

4.3.7 PROMOTING INTERNAL MOBILITY

Our dynamic internal mobility strategy is designed to ensure that our future human resources needs will be met. We view mobility as a driver of progress, performance and employability. Mobility is encouraged, managed and supported.

It is a cornerstone of our human resources strategy. The mobility strategy is a means of retaining employees and helping them to ramp up their skills. The large number and wide variety of French and international engagements performed by the Group's businesses offer a wealth of attractive and motivating career opportunities.

Mobility programmes cover five areas:

- Geographic mobility
- Sector mobility
- Mobility and development in one of the four core disciplines – management, sales & marketing, technical and projects
- Mobility towards management positions
- International mobility

Employees are supported so that they can focus on their professional project (transfer bonus, relocation costs paid by Assystem, transition period in the case of a major relocation, etc.). In addition, they are offered specific measures and a dedicated contact who partners them, especially when they relocate to a different country.

Mobility is in our genes and many bridges have been built between the various disciplines and sectors, supported by the internal training institutes. These bridges enable employees to move around the Group, give new impetus to their career and achieve fulfilment by discovering new cultures. Around 300 employees benefited from this system in 2017.

An external mobility project trialled in Belfort

Secure voluntary mobility enables employees to work in another company in order to enhance their experience or learn a new skill while safe in the knowledge that they can go back to their previous job. This is the system introduced by Assystem at the Belfort facility, pursuant to a collective agreement signed with employee representatives in 2016 concerning the support to be provided to employees in developing their professional mobility project. A specialised unit was set up to help the 40 eligible employees develop a secure professional project. They were supported in their search for a job and were paid a bonus to help cover their costs. In 2017, around twenty employees changed career path under this system.

4.3.8 RESPECTING HUMAN RIGHTS

Assystem pledged to uphold the UN Global Compact in 2011 and reaffirmed its pledge on 16 January 2017. The Global Compact comprises ten principles covering the areas of human rights, labour, the environment, and anti-corruption, all of which are consistent with the fundamental values adhered to by Assystem throughout its history.

The Group has pledged to promote these principles in its ecosystem of influence and to pursue the initiatives undertaken in this regard.

The Group also complies with the fundamental conventions of the ILO. Some of its French subsidiaries annually reaffirm their commitment to complying and to ensuring that their contractors comply with the ILO's 1998 Declaration on Fundamental Principles and Rights at Work and its fundamental conventions on freedom of association and collective bargaining, the elimination of discrimination in respect of employment and occupation, the elimination of forced or compulsory labour and the effective abolition of child labour.

4.4 ENVIRONMENTAL INFORMATION: REDUCING THE GROUP'S CARBON FOOTPRINT

The environmental indicators presented in this 2017 CSR report are defined in the methodology note in Section 4.6 of this Registration Document. These indicators are as follows:

	2017	Global Reporting Initiative (GRI) V4 equivalent
Greenhouse gas (GHG) emissions <i>(in tonnes of CO₂ equivalent - tCO₂e)</i>	3,579	G4-EN15 (b)
Of which Scope 1 <i>(in tonnes of CO₂ equivalent - tCO₂e)</i>	1,566	G4-EN15a
Of which Scope 2 <i>(in tonnes of CO₂ equivalent - tCO₂e)</i>	85	G4-EN16a
Of which Scope 3 <i>(in tonnes of CO₂ equivalent - tCO₂e)</i>	1,929	G4-EN17a
GHG emissions per employee per year <i>(in tCO₂e)</i>	1.21	G4-EN15 (b)
Km per employee of business travel by car	6,405	
Km per employee of business travel by air	1,214	
Electricity use <i>(in kWh)</i>	1,835,496	G4-EN3
Gas use <i>(in kWh)</i>	11,588	G4-EN3

4.4.1 GENERAL ENVIRONMENTAL POLICY

The challenges of sustainable development are encouraging the manufacturing sector to embrace a virtuous dynamic in which environmental performance drives financial performance. As an engineering company, Assystem is contributing to this dynamic by making innovation a driver to bring about a sustainable world. Added to this, the Group plays a critical role in providing engineering solutions for low-carbon power generation (particularly nuclear power).

As a provider of intellectual services, Assystem's environmental impact is fairly limited. In 2017, the Group's total greenhouse gas emissions represented 3,579 tonnes of CO₂. Employees' business travel (by car, train and plane) accounted for 98% of CO₂ emissions, followed a long way behind by energy use (electricity) in the Group's offices.

For this reason, the objective set in 2015 to reduce greenhouse gas emissions by 5% over three years has mainly led to action plans in the area of business travel.

4.4.2 MANAGING THE GROUP'S ENVIRONMENTAL IMPACT

4.4.2.1 Promoting green travel

We have developed a certain number of tools and action plans to promote sustainable mobility and reduce CO₂ emissions.

A NEW TRAVEL POLICY

Business travel by employees in France is governed by the Assystem Travel Policy. This document encourages employees to choose alternatives to travel, such as conference calls and video-conferences, wherever possible.

It describes and defines how business travel may be undertaken:

- travel by train is recommended for any journey of less than three hours;

- domestic and medium-haul flights must be in economy class;
- hotels should be chosen for their proximity to the client's site or Assystem's offices;
- journeys to and from railway stations and airports should, wherever possible, be made by taxi or equivalent, preferably a hybrid or electric model;
- hire cars should be Euro 6-compliant models.

DEPLOYMENT OF A LOW-CARBON FLEET POLICY

We have stepped up the requirements concerning the environmental performance of pool cars and company cars included in the fleet. All vehicles must be on the Euro 6-compliant list and their CO₂ emissions must not exceed the limit set by the Group, a rule that encourages employees to choose less polluting cars.

VIRTUAL MEETING SOLUTIONS

We continue to encourage the use of collaborative tools such as Skype, OneDrive and video-conferencing to limit business travel.

ON-GOING DEPLOYMENT OF RIDE-SHARING AND CAR-POOLING SOLUTIONS

Travel optimisation plans have been drawn up for all material French sites, frequently in partnership with local authorities (see Section 4.5.3). A key aim of these plans is to encourage ride-sharing between employees of the Group and with employees of other companies, along with car-pooling systems. Employees who want to use this solution register on a dedicated platform. Parking spaces are reserved for them, some of which are equipped with e-vehicle charging stations.

Car-pooling has a number of benefits. It:

- promotes the use of public transport by employees, because vehicles are available at their place of work to drive to meetings;
- contributes to our sustainable development strategy (reduction in greenhouse gas emissions, use of hybrid and electric vehicles, etc.).



In 2017, fourteen self-service cars were made available to employees at the Issy-les-Moulineaux, Saint-Priest and Cherbourg facilities. Half of these are electric vehicles.

RIDE-SHARING, A NEW SOLUTION

Employees can also use the Karos ride-sharing app. Karos was launched only recently and more time is needed before it becomes widely used.

ECO-DRIVING TRAINING

Training in eco-driving techniques is an effective and easy-to-implement measure to reduce fuel consumption and CO₂ emissions by between 5% and 15%, while also improving passenger comfort and safety. It also reduces engine wear, leading to savings in maintenance costs. This initiative is presented in Section 4.3.4.

Clean Mobility Day at Saint Quentin-en-Yvelines

During the European Mobility Week in September 2017, the Saint Quentin-en-Yvelines facility joined forces with Saipem to organise a one-day event raising awareness of sustainable mobility issues. The aim was to inform and alert employees to road risks and the new forms of mobility through various events and workshops:

- Sustainable mobility: test drives of electric and hybrid cars, risk-sharing speed meeting, multimodal carbon calculator and eco-gauge presentations.
- Road safety and environment: car and motor-bike driving simulators, interactive quiz points-based driving licence, tyre choices.

4.4.2.2 Improving the energy performance of the Group's buildings

The Group is committed to dynamically managing its energy performance and all decisions about working space are measured against financial, social and environmental yardsticks.

We also take specific measures to improve the energy performance of our infrastructure, in particular by renting office space in energy-efficient buildings and reducing office space per employee. When it comes to choosing new facilities, wherever possible we opt for low-energy buildings that comply with the latest environmental standards and are equipped with more efficient management systems such as smart HVAC meters.

In 2017, we signed an agreement concerning a new real estate project to be delivered in 2019 at the Saint Quentin-en-Yvelines facility. The building is being renovated to HQE and Breeam-in-Use standards. It will provide offices for around 350 employees.

4.4.2.3 The circular economy, preventing and managing waste

The Group does not have an overall waste management, reduction and recycling strategy. However, action is taken at many sites to raise employee awareness of the necessary routine gestures in this regard:

- paper: the use of default secure printing settings to avoid pages being printed unnecessarily;
- office waste: a new approach to waste sorting has been adopted at certain facilities, consisting of replacing individual waste bins with central sorting containers;
- plastic cups: a recycling system is being tested, and employees are encouraged to use their own mugs and refillable bottles in place of plastic cups;
- non-hazardous waste: ink cartridges are collected and recycled;
- waste paper is recycled through a partnership with the French Post Office;
- waste sorting bins have been installed in company restaurants.

4.4.3 ENERGY TRANSITION

We are working on many projects with an environmental impact (see Section 4.1.1). Clients are supported in the energy transition and in the drive to reduce their overall carbon footprint through:

- our audit engagements, which help clients identify and measure energy use at a facility or for a project;
- our holistic vision of health & safety and environmental regulations and standards;
- our ability to devise the most efficient and cost-effective solutions in terms of materials, equipment and electronic systems ready for seamless integration into an aligned project.

The Group participated in the following projects in 2017:

- **Sustainable mobility:** The innovation-led emergence of new mobility solutions is creating a new market for engineering groups. Easing traffic congestion is a critical challenge. With the creation of 200 kms of automated rail track, the Grand Paris Express project is addressing this challenge by doubling the public transport offer in the metropolitan area. The Proxemys consortium led by Assystem was selected in 2016 to provide local Project Management Consultancy (PMC) services for the project over a period of eight years. The mass transit system will offer residents and workers in the Grand Paris area modern, less crowded transport solutions, while also speeding up the region's energy transition and embracing the digital challenge.
- **Sustainable mobility:** In 2017, SNCF Réseau selected Assystem to plan, manage and coordinate the "new infrastructure" component of the Eole project to facilitate mobility in the Paris region by extending the RER E express transit line to the west of Paris. The RER E will be the region's most interconnected line and will offer a new quality of mass transit service. The line will begin in a very heavily built up area of Paris and will involve exceptional work, that will need to be carefully planned and efficiently coordinated. Eight kilometres of new infrastructure will be built between the Haussmann Saint-Lazare station in Paris and the Nanterre station in the western suburbs. Assystem will be responsible for coordinating and planning the studies and work on the new infrastructure for this stretch of track.

- **Energy:** We support nuclear industry investors and operators in developing their power station construction and renovation projects. Our services have been retained for nuclear power stations in

operation in France, the United Kingdom, Turkey, China, the United Arab Emirates and Saudi Arabia.

4.5 SOCIO-ECONOMIC INFORMATION: ACTING AS A RESPONSIBLE CORPORATE CITIZEN

4.5.1 BUSINESS ETHICS: A FAIR AND RESPONSIBLE PLAYER

Assystem's executive management team attaches great importance to maintaining efficient decision-making processes and guaranteeing the free flow of information within the Group. This concern stems in particular from the choice of a decentralised management structure to run the Group's increasingly globalised business. Employing fair business practices is one of the Group's key priorities.

Assystem has had a Code of Ethics since 2006 and it now also has a Code of Business Conduct that provides guidance on the application of the Group's ethical values by defining the principles and behaviours to be followed when conducting business. The Code of Business Conduct adds to but does not replace pre-existing local policies, such as the Business Ethics procedure in the United Kingdom. Its purpose is to ensure that the Group's Code of Ethics is applied consistently in all countries.

The four specific policies described in the Code of Business Conduct are presented in Section 3.9 of this Registration Document.

4.5.2 RESPONSIBLE PURCHASING: A STRUCTURED STRATEGY

Sustainable development considerations have been an integral part of our purchasing policies for many years and we expect subcontractors and suppliers to uphold the same values, particularly in terms of diversity. Subcontractors and suppliers are chosen for their technical expertise, service quality and compliance with the rules governing concealed work. French law requires contractors to submit a certificate ("*attestation*") stating that they are in full compliance with these rules. Assystem's subcontractors file these certificates via the online platform operated by our partner, e-Attestations.com, which administers the entire process on our behalf.

In 2017, we began planning a more structured approach to fulfilling our CSR commitments at all points in the value chain, leading to the drafting of a responsible purchasing charter that will be available in early 2018.

In France, our Mission Handicap team promotes outsourcing of maintenance work to "EA" and "ESAT" companies specialised in employing people with disabilities. In Cherbourg, for example, landscape maintenance services are provided by a company specialised in helping people enter or return to the job market. In 2017, Assystem was a partner of the Salon Handicap Emploi & Achats Responsables event which promotes employment of people with disabilities and responsible purchasing practices. Information and encouragement campaigns are organised regularly among the people responsible for purchasing these services and a catalogue of identified service providers is available on the Group's Intranet.

Duty of care

The sale of the Global Product Solutions business (renamed Assystem Technologies) in 2017 changed the timeline for applying the new statutory duty of care obligations of parent companies and principals, which include responsible purchasing reporting obligations. This regulatory compliance work will be undertaken by the Legal Affairs Department in 2018.

The identified risks are fairly limited, because:

- the suppliers and contractors involved in our value chain represent only 2% to 3% of our consolidated revenue;
- their estimated average billings total around €50,000;
- the purchases concern intellectual services provided in France.

4.5.3 CONTRIBUTING TO LOCAL DEVELOPMENT

Creating local jobs

The Group's objective is to participate actively in developing its host communities and regions, especially where it is an important contributor to the local economy. Our main impact on a community is as a local employer. We offer opportunities to young graduates and anchor the business firmly in the local labour market. Our clients include major public and private sector organisations such as EDF, Société du Grand Paris and the Marseille public transport network. We also support local employment indirectly through our contribution to major industrial projects such as the ITER project in the south of France.

Helping to enhance the appeal of host communities

We are also contributing to local development in France by supporting the government-sponsored competitiveness clusters.

The clusters promote cooperation with a wide range of partners (for example, in the academic sector, with Institut de Radioprotection et de Sûreté Nucléaire – IRSN, and the small business sector) that share their skills and expertise with Assystem and in this way help the Group develop its own skills and expertise. Leveraging their deep local roots, our teams participate regularly in these partners' activities in the areas of special interest to the Group:

- In 2017, we signed up to the ConnexITy digital innovation laboratory led by EDF R&D, joining eight other companies that are pooling their research efforts via ConnexITy's collaborative R&D platform to develop the technological building blocks needed to operate and design nuclear facilities.

- Since 2017, Assystem has also been a member of the Smart Buildings Alliance (SBA), which brings together its members' skills and expertise in this area. The SBA also contributes to the use of interoperable solutions based on open standards, helping to drive the debate on sustainable business models.
- Assystem is a member of the Board of Directors of the Vallée de l'Énergie competitiveness cluster which is working to structure and promote the energy industry. In 2017, we participated in an overhaul of the cluster's bylaws and the appointment of a Technical Committee and Executive Board responsible for defining action plans and overseeing their implementation. Vallée de l'Énergie is conducting initiatives in the areas of design, research and training, with two broad objectives:
 - contribute to the vitality and growth of the energy industry's current activities (production of materials, equipment and infrastructure for power generation and distribution);
 - help the energy industry expand into emerging sectors such as Industry 4.0, energy efficiency, additive production, predictive maintenance and cyber security.

We also helped to define the 2017-2020 roadmap refocusing Vallée de l'Énergie on its strategic missions.

- Since 2013, Assystem has been a member of the "Efficacy" energy transition institute set up by the French government to conduct research into the energy performance of the cities of the future. The Group contributes the expertise of a team of engineers who have been working on an Intermodal Station project and the Unavoidable Energy Recovery program.
- Since 2015, Assystem has been participating in the "Systematic Paris-Region" global competitiveness cluster that has brought together some 800 industrialists, small business owners and scientists in the Paris region with the aim of making the area more attractive to investors. Projects concern sectors such as energy, telecoms, healthcare, transport, information systems, the factory of the future, the digital city and security.
- Since 2013, Assystem has been participating in the Burgundy Nuclear Valley competitiveness cluster, which has called its research project NucTrack. The project aims to optimise the management of radioactive sources used in the industrial, medical and research sectors, particularly during transportation.
- In 2015, the Group became the first member of the new Coboteam cluster, as a demonstration of its commitment to the development of the robotics industry in the Rhône-Alpes region. In 2017, we presented our vision of Mobile Cobotics at the Innorobo event.
- Assystem is a founder member of the Ingera cluster set up in 2015 to promote the engineering sector among companies, high schools and engineering schools in the Rhône-Alpes region. Ingera is also creating a research and innovation centre to promote collaborative working between companies and schools and/or to provide funding for university chairs.

Supporting higher education

We also contribute to local development by supporting schools and universities. As well as offering internships and apprenticeship contracts, we send engineers to make classroom presentations and participate in on-campus career fairs, and invite students to work on practical case studies or innovative research topics. In addition, Assystem helps to fund research chairs at certain partner schools (see Section 4.3.5.2). In France, for example, we work in partnership with various science institutes (INSAs) to help engineering students climb the first rung on their career ladder. These partnerships also allow us to benefit from the work of the scientific community and to promote research projects that have a bearing on our business.

Developing local sustainable mobility

We are working with local authorities to deploy the Corporate Travel Plan, which is designed to optimise employees' daily commute. For example, the Saint Quentin-en-Yvelines facility has been working since 2013 with a Group of local municipalities and local businesses to address sustainable mobility issues. Assystem is a member of Delta SQY, a non-profit organisation that is managing the travel plan for the region's businesses. Delta SQY's members are currently looking into the possibility of launching a car-pooling system among local businesses in 2018. The six or seven meetings organised each year by Delta SQY are an opportunity to review the mobility plan data and reports received from the Chamber of Commerce and Industry. The Saint Quentin-en-Yvelines facility is also a member of Club Climat Energie, a regional non-profit organisation that brings local stakeholders together to discuss climate and energy issues.

4.5.4 SUSTAINABLE INNOVATION ON BEHALF OF CLIENTS

Sustainable development is an increasingly important issue for our clients. That's why we decided to add this topic to our innovation strategy in 2017. The aim of the new programme is to offer clients support in keeping pace with the latest technological advances, as well as with the methods and practices required to respond to sustainable development challenges. The innovation programme is organised around three main areas:

Recovering unavoidable heat ⁽¹⁾

Industrial infrastructure involves very significant energy flows and recovering unavoidable heat can be a source of competitive advantage. Our Energinne innovation programme aims to offer an architecture that converts temperature gradients into re-usable electrical power using an Ericsson calorific engine. Over forty people worked on this ambitious programme in 2017, including two doctoral students, and a start-up was created (Ananke) to exploit the work.

(1) Heat (particularly solar) captured naturally by a building or other infrastructure (for example, through picture windows).

Optimising energy use

The second project concerns the development of a solution to optimise energy use in industrial and office buildings using a big data approach. Named "Co-Conso", it has enabled employees to acquire new expertise in data management and processing as well as in designing energy saving apps for smartphones. Ten Group employees worked on this project in 2017.

Using 3-D printing to optimise CO₂ emissions

The aim is to explore the potential opportunities offered by the new 3-D printing technologies to optimise CO₂ emissions using two approaches.

The first approach consists of optimising raw materials use and supply chain processes. 3-D printing significantly reduces a product's development cycle thanks to rapid prototyping which limits raw materials use while also accelerating the development process. The technology also modifies supply chain cycles, allowing more processes to be performed close to the end-customer. This reduces freight and inventory volumes, resulting in lower CO₂ emissions with a positive impact on sustainable development.

The second even more innovative approach concerns the development of bioreactors using 3-D printing to produce distributed carbon capture devices. Over 20 employees worked on these innovation projects using 3-D printing in 2017.

We intend to pursue this responsible innovation strategy, with two new initiatives planned in 2018:

- creation of a "Sustainable development solutions" category in the innovation competition to be launched during the year;
- creation of a "Sustainable development portfolio" to track our offers and skills in this area more closely.

4.5.5 ENGAGING WITH SOCIETY

4.5.5.1 Corporate sponsorship

In France, the Group has launched several corporate sponsorship initiatives. We hire many students each year and support the educational community through a variety of programmes.

EDUCATION

The corporate sponsorship agreement between the Lyon INSA partnership foundation and Assystem was renewed in 2017 for five years. The Group has funded a new Gender Balance chair and provided sponsorship for a class of electrical engineering students. We also provide backing for the Cordées de la Réussite – Convention Diversité programme to support the best students throughout their studies.

In addition, Assystem is a corporate sponsor of the INSTN Foundation set up under the aegis of Fondation de France. The foundation's objective is to develop and enhance training initiatives to support the nuclear industry and low-carbon energy sources. The main initiatives concern:

- creation of teaching chairs;
- improvement of students' living conditions;
- design of teaching tools and equipment;
- dissemination of knowledge.

In 2015, we gave a commitment to work with the École des Mines de Nantes engineering school to jointly support the MERITE project for two years (MERITE is a French acronym standing for "Using experience of industrial and technical realities to help schools"). The aim of this project bringing together scientists and educational experts, school inspectors and teachers, is to "restore children's appetite for learning, self-confidence and joy in creating and innovating, and to give technological culture the place it deserves in education".

SPORT

Since 2012, Assystem has been a proud supporter of Racing Club de France Rugby which works to secure the lasting social inclusion of young people from all social backgrounds, by teaching them to play rugby and embrace the game's values (respect, bravery, teamwork, etc.).

4.5.5.2 Charitable commitment and community outreach

Assystem supports and partners employees in their community outreach undertakings. As part of the gender balance programme, we have adopted a policy of financing employees' charitable activities.

4.6 METHODOLOGY NOTE

4.6.1 KEY INDICATORS

In 2011, we drew up a list of key indicators to be used to assess our CSR performance and the impact of the business on our environment and

stakeholders. These indicators are tracked regularly and presented in an annual report. They are in addition to the Group key figures presented on pages 4 and 5 of this Registration Document.

The 2017 CSR key indicators are listed below:

	Global Reporting Initiative (GRI) V4 equivalent
HR indicators*	
Total number of Group employees* at 31 December	G4-9
% of permanent contracts at 31 December	G4-10 (b)
% of women at 31 December	G4-10 (a)
% of seniors* at 31 December	G4-LA12 (b)
% of employees with disabilities* at 31 December	G4-LA12 (b)
Average age of employees at 31 December <i>(in years)</i>	G4-LA12 (b)
Number of new hires during the year	G4-LA1 (a)
Employee turnover during the year	
Absentee rate* for the year <i>(number of absentee days lost per 100 days worked)</i>	G4-LA6 (a)
Accident frequency rate* for the year <i>(number of workplace accidents per million hours worked)</i>	G4-LA6 (a)
Accident severity rate* for the year <i>(number of accident days lost per 1,000 hours worked)</i>	G4-LA6 (a)
Number of employees trained* during the year	G4-LA9 (a)
Total number of hours' training* given during the year	G4-LA9 (a)
Average duration of training* given during the year <i>(in hours)</i>	G4-LA9 (a)
Environmental indicators	
Greenhouse gas (GHG) emissions <i>(in tCO₂e)</i>	G4-EN15 (b)
Of which Scope 1	G4-EN15a
Of which Scope 2	G4-EN16a
Of which Scope 3	G4-EN17a
GHG emissions per employee per year <i>(in tCO₂e)</i>	G4-EN15 (b)
Km per employee of business travel by car	
Km per employee of business travel by air	
Electricity use <i>(in kWh)</i>	G4-EN3
Gas use <i>(in kWh)</i>	G4-EN3

The terms identified by an asterisk (*) in the above table are defined below:

- Total number of Group employees: number of Group employees at 31 December 2017 under permanent, fixed term and project contracts, and work-study contracts, excluding interns, temporary staff, subcontractors and UK contractors. At 31 December 2017, the Group had 4,832 employees.
- Workplace accidents: lost-time accidents caused by or that occur during the work of an employee or a person working in any capacity for one or several employers or business owners, whatever the cause. Accident frequency rates are calculated using the formula in the French Labour Code, as follows: $FR = Nb \text{ LTA} * 1,000,000 / Nb \text{ Hrs Worked}$, for all calculation grids.
- Training: internal and external classroom and e-learning courses that enable employees to acquire the expertise needed to perform their jobs.
- Seniors: employees aged 45 and over.
- Employees with disabilities: employees whose possibility of finding or keeping a job is reduced due to the alteration of one or more physical, sensory, mental or psychological functions.
- Absentee rate: number of days' absence (sick leave, maternity/paternity leave) divided by the theoretical number of days worked. The absentee rate is calculated based on the weighted average number of employees.

4.6.2 REPORTING STANDARDS

The Group's CSR commitments are based on the following standards:

- The "Grenelle II Act" (Act no. 2010-788 dated 12 July 2010) setting out France's environmental commitments and the related enabling legislation (Article R. 225-105-1 of the Commercial Code).

- The UN Global Compact, which has established ten universal principles covering human rights, labour, the environment and anti-corruption measures. Assystem pledged to uphold the Global Compact in 2011 and reaffirmed its pledge in a letter dated 16 January 2017. Within the Group, these principles are translated into mandatory behaviours and practices, as indicated in the following cross-reference table:

Human rights	
Global Compact principles	Sources
<i>Businesses should support and respect the protection of internationally proclaimed human rights</i>	<ul style="list-style-type: none"> • COP 2013, 2014, 2015 and 2016 • Application of OECD guidelines and ILO conventions (declarations by AFR dated 7 January 2016, 7 July 2016 and 2 January 2017, AEOS dated 8 January 2016 and 3 January 2017, and ARG dated 7 July 2016 and 2 January 2017, in which each company commits to complying and to ensuring that their contractors comply with the ILO's 1998 Declaration on Fundamental Principles and Rights at Work) • Code of Ethics (see pages 20 and 47 of this Registration Document); • Code of Business Conduct (see pages 52 and 75 of this Registration Document)
<i>Businesses should make sure that they are not complicit in human rights abuses</i>	<ul style="list-style-type: none"> • COP 2013, 2014, 2015 and 2016 • Application of OECD guidelines and ILO conventions • Code of Ethics (see pages 20 and 47 of this Registration Document); • Code of Business Conduct (see pages 52 and 75 of this Registration Document) • Attention paid to maintaining good working conditions (see pages 64 to 69 of this Registration Document), notably through the collective agreements in France on gender equality and the employment of people with disabilities
Labour	
Global Compact principles	Sources
<i>Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</i>	<ul style="list-style-type: none"> • COP 2013, 2014, 2015 and 2016 • Application of OECD guidelines and ILO conventions • Code of Ethics (see pages 20 and 47 of this Registration Document); • Code of Business Conduct (see pages 52 and 75 of this Registration Document) • AEOS collective agreement on the arrangements and resources for employee representatives • Attention paid to promoting and organising social dialogue (see page 65 of this Registration Document)
<i>Businesses should uphold the elimination of all forms of forced or compulsory labour</i>	<ul style="list-style-type: none"> • COP 2013, 2014, 2015 and 2016 • Application of OECD guidelines and ILO conventions
<i>Businesses should uphold the effective abolition of child labour</i>	<ul style="list-style-type: none"> • COP 2013, 2014, 2015 and 2016 • Application of OECD guidelines and ILO conventions
<i>Businesses should uphold the elimination of discrimination in respect of employment and occupation</i>	<ul style="list-style-type: none"> • COP 2013, 2014, 2015 and 2016 • Code of Ethics (see pages 20 and 47 of this Registration Document); • Code of Business Conduct (see pages 52 and 75 of this Registration Document) • Action to prevent discrimination and promote diversity (see pages 65 and 66 of this Registration Document), notably through the collective agreements in France on gender equality and the employment of people with disabilities.
Environment	
Global Compact principles	Sources
<i>Businesses should support a precautionary approach to environmental challenges</i>	<ul style="list-style-type: none"> • COP 2013, 2014, 2015 and 2016 • Code of Ethics (see pages 20 and 47 of this Registration Document) • Code of Business Conduct (see pages 52 and 75 of this Registration Document) • Confirmation by the Bilan Carbone carbon footprint report for 2016 of the low environmental impact of the Group's energy use (see page 73 of this Registration Document) • Energy audits (see pages 73 and 74 of this Registration Document)
<i>Businesses should undertake initiatives to promote greater environmental responsibility</i>	<ul style="list-style-type: none"> • COP 2013, 2014, 2015 and 2016 • Code of Ethics (see pages 20 and 47 of this Registration Document) • Code of Business Conduct (see pages 52 and 75 of this Registration Document) • Promotion of sustainable and responsible mobility (see page 73 of this Registration Document) • Contribution to the development of sustainable engineering (see pages 56 to 58 of this Registration Document)
Anti-Corruption	
Global Compact principles	Sources
<i>Businesses should work against corruption in all its forms, including extortion and bribery</i>	<ul style="list-style-type: none"> • COP 2013, 2014, 2015 and 2016 • Code of Ethics (see pages 20 and 47 of this Registration Document) • Code of Business Conduct (see pages 52 and 75 of this Registration Document)

- ISO 26000, for which the certification process is a driver of continuous improvement, particularly in international units.
- Global Reporting Initiative (see page 78 of this Registration Document).
- Workplace health and safety management standard OHSAS 18001 (see pages 67 and 70 of this Registration Document).
- Environmental management standard ISO 14001 (see pages 73 and 75 of this Registration Document).
- *Bilan Carbone* carbon footprint report (see page 73 of this Registration Document).

4.6.3 BOUNDARY FOR CALCULATION OF KEY INDICATORS

In September 2017, Assystem sold a 60% controlling interest in the Global Product Solutions division to the private equity firm, Ardian. As a result, the division's employees, who represented a significant proportion of the Group's total employees in prior periods, have been excluded from the 2017 total. To ensure the transparency of the key indicators and permit meaningful future analyses, we decided not to publish historical information based on the 2017 scope.

4.6.3.1 HR indicators

The HR indicators in the table presented in Section 4.6.1 of this Registration Document are based on the Human Resources Department's annual employee data report and have been calculated as of 31 December 2017.

The HR indicators cover total Group employees as defined in Section 4.6.1 above, excluding Insiéma, MPH Global Services and MPH Global Services' subsidiaries and associates.

The total number of Group employees is presented in the financial report. All the other HR indicators have been calculated based on the 76% of employees working for the Group's core business. Insiéma, MPH Global Services and MPH International have very different business models, methods and types and their employee numbers, which increased only slightly or even declined in 2017, are not representative of the dynamic growth in the Group's core business.

None of the categories for which disclosures are required by the decree dated 24 April 2012 for the application of the Grenelle II Act of 12 July 2010 (Article 225) is considered as not relevant to the Group and therefore no categories have been excluded from the CSR report.

4.6.3.2 Environmental indicators

The environmental indicators in the table presented in Section 4.6.1 of this Registration Document are based on the 2017 BEGES report and cover the main scope 1, 2 and 3 emissions generated by Assystem SA and AEOS. We are currently looking into expanding the reporting scope to include neighbouring countries (Belgium and Switzerland) and the United Kingdom, based on the Group's current structure.

Among the categories for which disclosures are required by the decree dated 24 April 2012 for the application of the Grenelle II Act of 12 July 2010 (Article 225), the following are considered as not relevant to the Group due to the nature of its business and have been excluded from this CSR report:

- resources devoted to the prevention of environmental risks and pollution;
- measures to prevent, reduce or repair discharges into the air, water and soil that seriously affect the environment;
- noise pollution and all other forms of pollution specific to an activity;
- measures to prevent food waste;
- water use and water supply according to local constraints;
- raw materials use and measures to use raw materials more efficiently;
- amount of provisions and guarantees in place for environmental risks;
- land use;
- measures to adapt to the consequences of climate change;
- measures to protect or develop biodiversity.

Scope	Categories
1	Natural gas Vehicle fleet (long-term leases)
2	Electricity Hire cars Mileage allowances Plane travel
3	Train travel

4.7 REPORT BY ONE OF THE STATUTORY AUDITORS, APPOINTED AS INDEPENDENT THIRD PARTY, ON THE CONSOLIDATED HUMAN RESOURCES, ENVIRONMENTAL AND SOCIAL INFORMATION INCLUDED IN THE MANAGEMENT REPORT

To the Shareholders,

In our capacity as Statutory Auditor of Assystem SA, (hereinafter named the "Company"), appointed as independent third party and certified by COFRAC under number 3-1049⁽¹⁾, we hereby report to you on the consolidated human resources, environmental and social information for the year ended 31 December 2017, included in the management report (hereinafter named "CSR Information"), pursuant to Article L. 225-102-1 of the French Commercial Code (Code de commerce).

Company's responsibility

The Board of Directors is responsible for preparing a company's management report including the CSR Information required by Article R. 225-105-1 of the French Commercial Code in accordance with the protocol used by the Company (hereinafter the "Guidelines"), summarised in the management report and available on request from the Company's head office.

Independence and quality control

Our independence is defined by regulatory texts, the French Code of Ethics (Code de déontologie) of our profession and the requirements of Article L. 822-1 1-3 of the French Commercial Code. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with the ethical requirements and applicable legal and regulatory requirements.

Statutory Auditors responsibility

On the basis of our work, our responsibility is to:

- attest that the required CSR Information is included in the management report or, in the event of non-disclosure of a part or all of the CSR Information, that an explanation is provided in accordance with the third paragraph of Article R. 225-105 of the French Commercial Code (Attestation regarding the completeness of CSR Information);
- express a limited assurance conclusion that the CSR Information taken as a whole is, in all material respects, fairly presented in accordance with the Guidelines (Conclusion on the fairness of CSR Information).

However, it is not our responsibility to express an opinion on the compliance with the other relevant legal provisions applicable if necessary, in particular those envisaged by Article L. 225-102-4 of the French Commercial Code (Duty of care) and by the law n° 2016-1691 of 9 December 2016 known as Sapin II (fight against corruption).

Our work involved five people and was conducted between September 2017 and April 2018 for four weeks period. We were assisted in our work by our CSR experts.

We performed our work in accordance with the order dated 13 May 2013 defining the conditions under which the independent third party performs its engagement and with the professional guidance issued by the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes) relating to this engagement and with ISAE 3000⁽²⁾ concerning our conclusion on the fairness of CSR Information.

1. Attestation regarding the completeness of CSR Information

NATURE AND SCOPE OF OUR WORK

On the basis of interviews with the individuals in charge of the relevant departments, we obtained an understanding of the Company's sustainability strategy regarding human resources and environmental impacts of its activities and its social commitments and, where applicable, any actions or programmes arising from them.

We compared the CSR Information presented in the management report with the list provided in Article R. 225-105-1 of the French Commercial Code.

For any consolidated information that is not disclosed, we verified that explanations were provided in accordance with Article R. 225-105, paragraph 3 of the French Commercial Code.

We verified that the CSR Information covers the scope of consolidation, i.e., the Company, its subsidiaries as defined by Article L. 233-1 and the controlled entities as defined by Article L. 233-3 of the French Commercial Code within the limitations set out in the methodological Note, presented in Chapter 4 of the management report.

CONCLUSION

Based on the work performed and given the limitations mentioned above, in particular regarding the environmental information, communicated on a perimeter representing 62% of the total headcount, we attest that the required CSR Information has been disclosed in the management.

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

(2) ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information.

2. Conclusion on the fairness of CSR Information

NATURE AND SCOPE OF OUR WORK

We conducted five interviews with the people responsible for preparing the CSR Information and, where appropriate, responsible for internal control and risk management procedures, in order to:

- assess the suitability of the Guidelines in terms of their relevance, completeness, reliability, neutrality and understandability, and taking into account industry best practices where appropriate;
- verify the implementation of data-collection, compilation, processing and control process to reach completeness and consistency of the CSR Information and obtain an understanding of the internal control and risk management procedures used to prepare the CSR Information.

We determined the nature and scope of our tests and procedures based on the nature and importance of the CSR Information with respect to the characteristics of the Company, the human resources and environmental challenges of its activities, its sustainability strategy and industry best practices.

Regarding the CSR Information that we considered to be the most important⁽¹⁾:

- at parent entity, we referred to documentary sources and conducted interviews to corroborate the qualitative information (organisation, policies, actions), performed analytical procedures on the quantitative information and verified, using sampling techniques, the calculations and the consolidation of the data. We also verified that the information was consistent and in agreement with the other information in the management report;
- at the level of a representative sample of entities selected by us⁽²⁾ on the basis of their activity, their contribution to the consolidated indicators, their location and a risk analysis, we conducted interviews to verify that procedures are properly applied and to identify potential undisclosed data, and we performed tests of details, using sampling techniques, in order to verify the calculations and reconcile the data with the supporting documents. The selected sample represents 45% of headcount considered as material data of social issues and 100% of environmental data considered as material data⁽³⁾ of environmental issues.

For the remaining consolidated CSR Information, we assessed its consistency based on our understanding of the Company.

We also assessed the relevance of explanations provided for any information that was not disclosed, either in whole or in part.

We believe that the sampling methods and sample sizes we have used, based on our professional judgement, are sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures. Due to the use of sampling techniques and other limitations inherent to information and internal control systems, the risk of not detecting a material misstatement in the CSR information cannot be totally eliminated.

CONCLUSION

Based on the work performed, no material misstatement has come to our attention that causes us to believe that the CSR Information, taken as a whole, is not presented fairly in accordance with the Guidelines.

Paris-La Défense, 10 April 2018
KPMG SA

Anne Garans
Partner
Sustainability Services

Eric Ropert
Partner

(1) Social indicators :

Total number of Group employees at 31 December, % of seniors, % of women, % of employees with disabilities, Number of new hires during the year, Employee turnover, Accident frequency rate, Accident severity rate, Total number of training hours.

Environmental indicators :

Greenhouse gas emissions (scopes 1, 2 and 3), Greenhouse gas emissions per employee, km per employee of business travel by car, km per employee of business travel by air.

Qualitative information :

Measures implemented to promote employment and integration of disabled people, Measures implemented to promote gender equality, Significant greenhouse gas emissions generated as a result of the Group's activity, particularly by the use of goods and services provided, Integration of social and environmental issues into the Company procurement policy.

(2) Assystem EOS France and Assystem SA.

(3) Please refer to the environmental indicators list presented above.