

# ALTER BOOK

**ALTERSOLUTIONS**  
act digital group

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# Introduction

# ≡ Welcome

Welcome aboard! We are very happy to have you with us. We hope that reading this booklet will make your life easier and more pleasant, as well as help smooth your integration into the large Alter Solutions family. At the turn of these pages, we try to share our philosophy, vision about working and living together daily, as well as our desire to have a positive impact on the planet and on the world around us.

This Alter book is not exhaustive. It will be enriched by your experiences, your ideas on how to live in a company, your projects, and professional aspirations... We sincerely wish that our collaboration can be a sharing of good practices and a human exchange through the projects that bring us together.

Don't forget that we are always at your disposal to discuss over coffee, lunch, a conversation on Teams, a phone call... In short, we adapt! We are never far away.

Good reading and see you soon!



**Louis Vachette**  
President



**Thibaut Charmeil**  
Strategy and  
Development Chief  
Officer



**Mathieu Prulhiere**  
General Director



**Fanny Cohen**  
Head of HR



# ≡ Objective of Alter book

Before getting to the heart of the matter, it seemed fundamental for us to give meaning to the writing of this Alter book and share it with you. The creation of this booklet stems from several wishes.

First, we wanted to ask ourselves about our job and our way of exercising it, today, with you. We also sought to define our identity: to know who we are and who we want to be as a company.

We are not going to question everything, but we ask about our place as an IT and cyber consulting company and the impact we want to have on everything around us, such as, for example, continually improving the working environment for all our employees.

Because it is you who give life to the company that we are today; it is from you and for you that we have wrote this booklet.

In this 2024 edition, you will discover our vision about living together, the values we want to share with you, the ambitions we must move towards and the goals we want to achieve. All thanks to everyone's contribution.

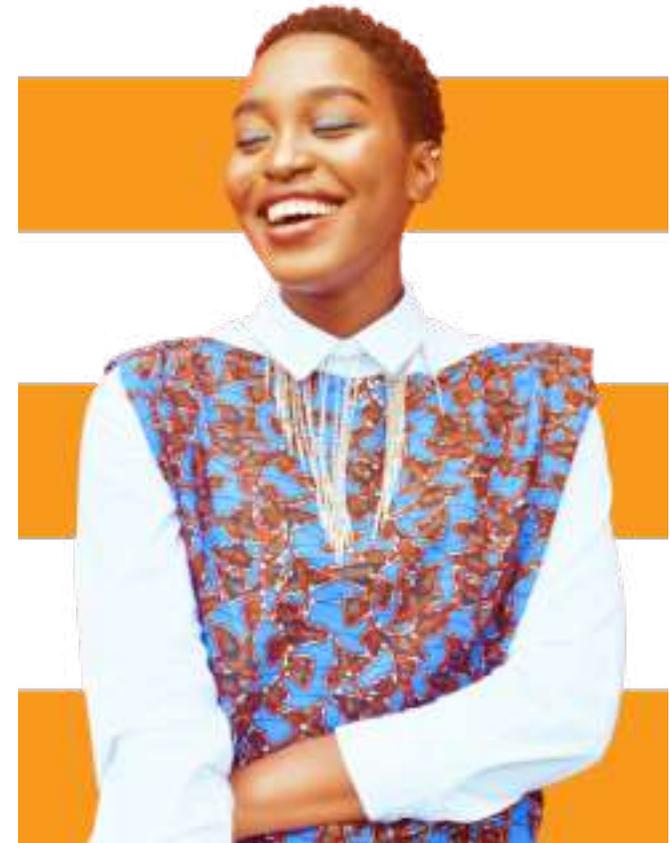


# ≡ Objective of Alter book

There is no point in stating values and major principles of management if they are not applied and respected daily in the company. We agree! This booklet therefore allows us to engrave in stone the behaviors and values that we wish to anchor in the long term, and which we will carry in all stages of our development.

We wish for each employee, with his/her unique personality, his/her aspirations, and his/her background, to evolve serenely in his/her work environment; that he or she flourishes and brings his/her stone to the building.

Finally, you will find in this Alter book a practical guide which will accompany your first days and complete your integration at Alter Solutions.



# ≡ Our mission

As an IT and cyber consulting company, our mission is to provide, anywhere in the world, the best solution by analyzing the match between the needs of our customers and your skills and aspirations. Thus, we help companies meet the challenges of tomorrow, while supporting our employees to flourish.

Alter Solutions is the meeting of several desires: that of positioning the individual at the center of the company system, while working sustainably.

Working to limit our environmental impacts and develop social inclusion is a necessity. This results in a proactive and ambitious policy, thus creating a company respectful of the world in which it evolves.

At Alter Solutions, we are convinced about the power of collective... Everyone, regardless of their role, can contribute to the development of its function, its profession, projects, and business impact. Everyone can bring, in their own way, improvements with its own potential.



# ≡ Our mission

We believe that it is possible to reconcile growth and quality of human relations, which contributes to a sustainable growth.

To meet this challenge every day, we have implemented a strategic plan based on:



The expertise and the involvement of our collaborators



The attractiveness of the company to welcome new talent



International development of our activities



The enrichment of our offers with strong added value



Development of our Corporate Social Responsibility

# ≡ Our History



● Creation of Alter Solutions by Louis and Mathieu in a small office in Versailles. The premises quickly outgrew their space, as did the team, capitalizing on the exceptional and historic working environment hosted by Versailles.



● Our digital activities continued to gather momentum, especially in IT development. The challenges and implications associated with the digital transformation of businesses were on the rise, which is why this business unit was created.



● Aware of the risks arising from this digital transformation and fascinated by defensive security, it was an obvious choice to create a Cyber business unit. It quickly gained momentum in France.



● Our European adventure kicked off with the opening of two subsidiaries: Alter Solutions Portugal, with an office in Lisbon, and Alter Solutions Benelux, with an office in Brussels. At the same time, a Nearshore Development Center was created at our facilities in Portugal



● We pursued our European expansion with the inauguration of offices in Düsseldorf, Germany.



● To be even more accessible for our customers, we opened a new office in the North of Portugal, in Oporto.



● We set out to conquer Warsaw, with Alter Solutions Polska



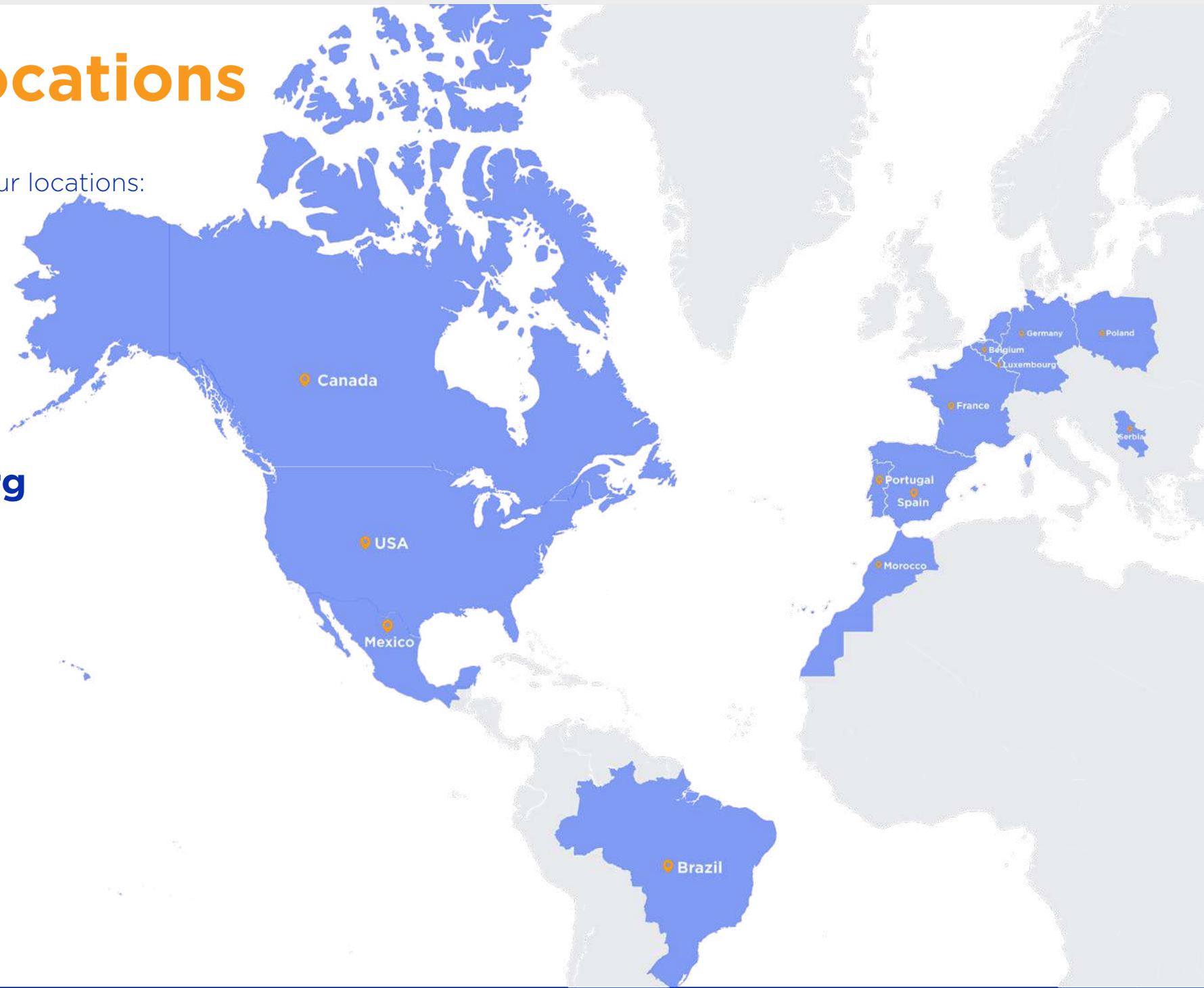
● We joined the act digital group, an international consulting firm with more than 20 years of experience and we continue our expansion in France by joining the Cyber Campus.



# ≡ Our locations

Discover the list of our locations:

- ≡ France
- ≡ Germany
- ≡ Portugal
- ≡ Belgium
- ≡ Luxembourg
- ≡ Poland
- ≡ Spain
- ≡ Morocco
- ≡ Canada
- ≡ USA
- ≡ Brazil
- ≡ Serbia
- ≡ Mexico



## ≡ Our key figures

# Alter Solutions Group in 2023



**930**

talents



**9**

countries (Germany,  
Belgium, Canada,  
Spain, France,  
Luxembourg, Morocco,  
Poland, Portugal)



**220**

clients across  
Europe



**60M**

turnover



# ≡ Our organizational chart

Alter Solutions joined the act digital group in 2022 and is owned by Thibaut CHARMEIL, Louis VACHETTE and Mathieu PRULHIÈRE.



**Thibaut Charmeil**  
President  
act digital Group



**Louis Vachette**  
President  
Alter Solutions



**Mathieu Prulhiere**  
Managing Director  
Alter Solutions



**Aurélien Gardes**  
Managing Director  
Alter Solutions France



**Marta Markiel**  
Managing Director  
Alter Solutions Poland



**Nabil Diab**  
Managing Director  
Alter Solutions Canada



**Nawal Hammou**  
Head of Operations  
Alter Solutions Benelux



**Tânia Coelho**  
Managing Director  
Alter Solutions Portugal



**Thomas Fass**  
Managing Director  
Alter Solutions Deutschland



**Radouane Dahbi**  
Managing Director  
Alter Solutions Morocco



**Mayeul Lasserre**  
Business Manager  
Alter Solutions Spain



# ≡ Our organizational chart

## We are cybersecurity experts

In a context of strong digital transformation, our customers are constantly confronted with attacks targeting their infrastructure and assets. Therefore, we mobilize our expertise every day to meet their technical and organizational security challenges. Discover our Cyber expertise:



**Security  
management**



**Architecture  
& Build**



**Audit &  
Control**



**Cyber  
Defence**

## We are digital experts

Thanks to our expertise in new technologies and software development, we deliver services tailored to the needs of our customers. We implement the human, technological and organizational structures, thus supporting the growth of our clients. Discover our Digital expertise:



**Delivery  
Software**



**Cloud Computing  
and Infrastructure**



**Business  
Performance**



**Agile IT**



# ≡ Our Human Resources policy

Our main motivation at Alter Solutions is to bring life to everyone in an enriching and positive experience, respecting personalities and the inclusion of all. Every day, we support our customers in their innovative challenges and technology needs, while supporting our employees and collaborators in the development of their skills and talents, - oh so many..

For us, the satisfaction of our customers is an important element, but that of our employees is just as important. You are the actors and actresses of our development and daily performance.

At Alter Solutions, we also believe that diversity is a chance. It is with respect for this diversity that we commit to personalizing each person's career path.

Finally, we attach great importance to the Quality of Life at Work and welfare. This is a major issue in our HR policy: benevolent management, modern and friendly offices, HR team and managerial skills, personalized training plan; are as many levers as possible that allow us to accompany you on this path balance and professional development.



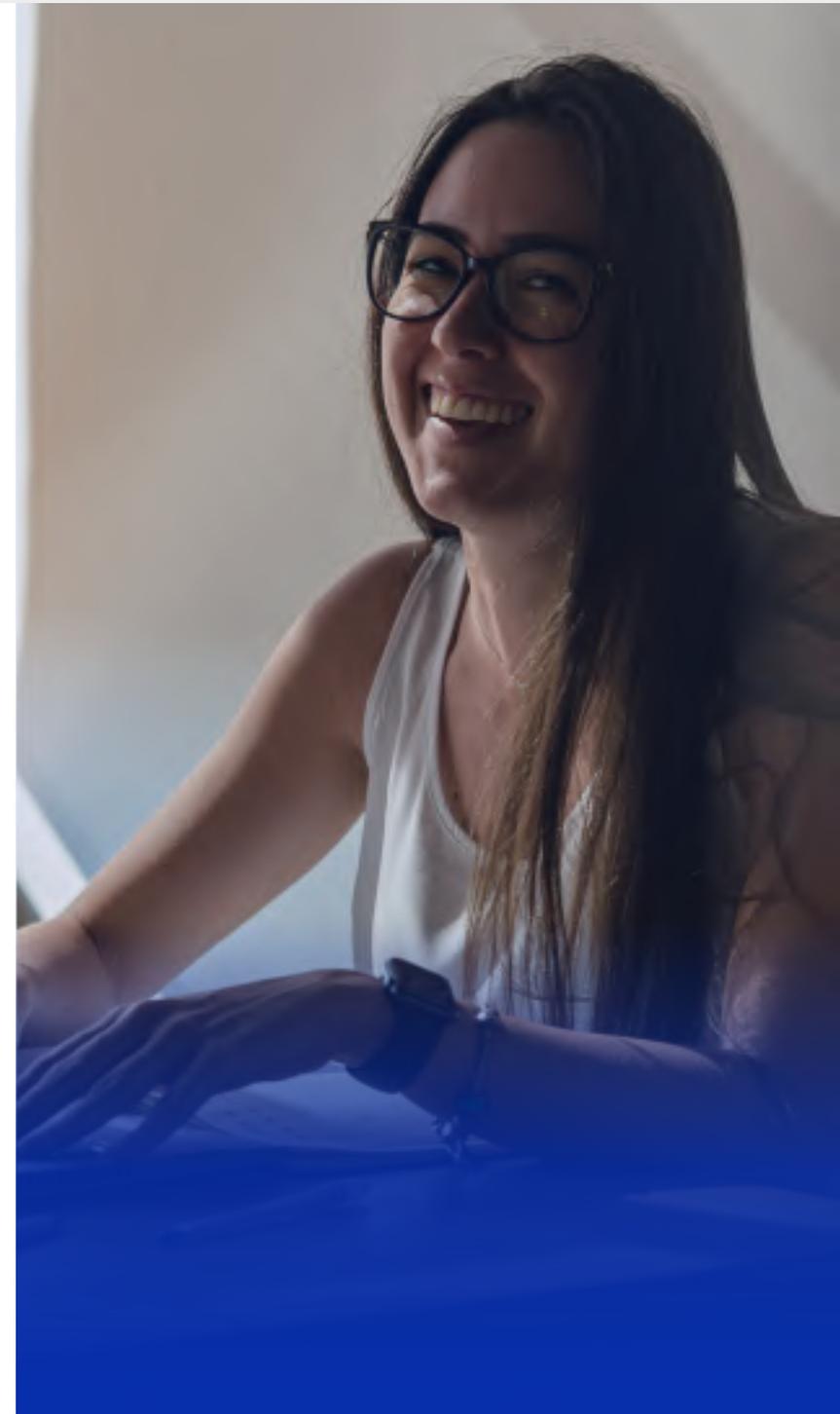
# ≡ Our Human Resources policy

In the same spirit, and to make management more attentive and more accessible, we have chosen to build an horizontal organization: do not hesitate to ask your manager or management, - we are here for you.

## **GOOD PRACTICES IN LABOR RELATIONS**

To ensure that we are all working in a good atmosphere, here we share some tips and good practices:

- Active listening and invested attitude,
- Politeness and a smile,
- Punctuality to appointments and meetings,
- Compliance with commitments and deadlines,
- Respect and fair appreciation of everyone's work,
- Encourage direct exchanges: if your colleague is not far, go to him or her directly and talk to him/her,
- Be pragmatic: if your presence is not essential to a meeting, do not go,
- Keep in mind that the most effective meetings are also often the shortest.



# ≡ Our Human Resources policy

In short, you may have understood by now, within Alter Solutions we hope to encourage:

- Positive communication,
- Mutual benevolence,
- Involvement of everyone, as ambassadors to our customers.

## **KEEP COOL**

In our work philosophy, we believe in learning, as much as possible, to de-dramatize the different personal situations we can meet.

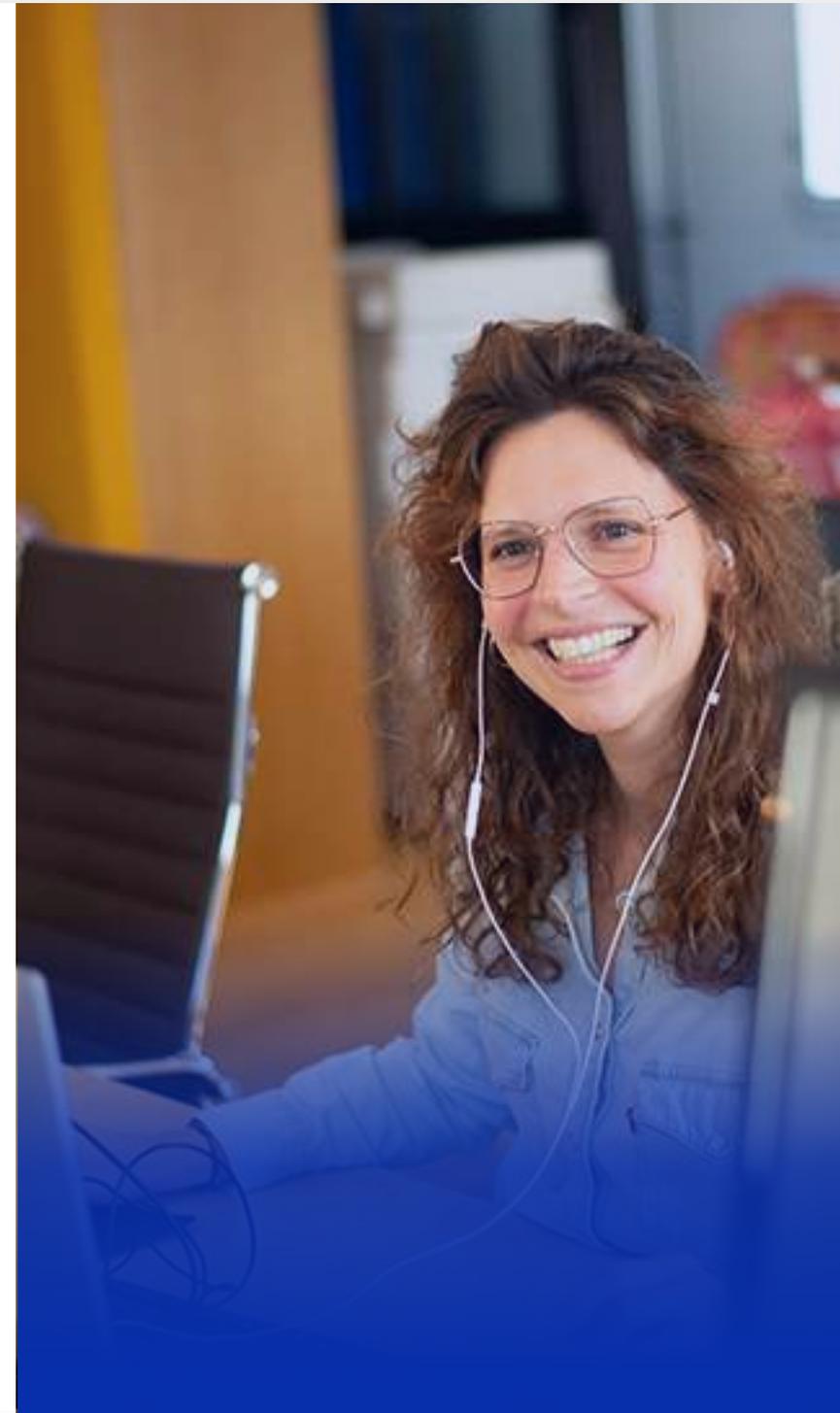
- It is important not to feel guilty, and to trust yourself, especially since we believe in professional conscience:
- It is normal to be absent if a child is sick,
- It is sometimes normal to take time off to deal with personal situations.
- We also believe in the quality of a lasting relationships between managers and consultants:
- You regularly have your business engineer or a person from the Alter Solutions head office team on the phone



# ≡ Our Human Resources policy

- Lunch is organized regularly between employees and managers, to keep in touch,
- As far as possible, you go to one of Alter Solutions' offices as teleworker,

You feel free to discuss all subjects with your manager or the human resources department: change of project, geographical mobility, training, personal interests (cultural events, charity, etc.)



# ≡ Our Human Resources policy

## ENGAGE YOURSELF!

At Alter Solutions, we believe that the commitment of each person contributes to the overall performance of the company; consequently, it produces better results (qualitative and financial); thus, authorizing a reallocation of resources focused on the well-being of employees (benefits, work environment, etc.). In short, it's a virtuous circle!

Beyond your skills, we are looking for collaborators and employees involved in the life of the company and open to the development of their career and the growth of Alter Solutions Group. Regarding the development of our activities, your intervention can be varied:

- Collect information on new projects and business opportunities,
- Co-opt CVs from your network (friends, family, former colleagues, etc.),
- Participate in social networks and share, like the news,
- Take part in school forums,
- Accompany us on the technical interviews of candidates.



# ≡ Our Human Resources policy

What can we expect from you?

- Be Business: Collect information on new projects and business opportunities.
- Be a Recruiter: Refer candidates from your network (friends, family, former colleagues, among others)
- Be an Ambassador: Engage on the company's social media.
- Be Inspiring: Take part in school forums.
- Be an Expert: Be present at technical interviews of potential candidates.

You can also help us optimize customer feedback:

- Being proactive,
- Ensure customer satisfaction on site.

Regarding the development of Alter Solutions, you also have a role to play:

- By proposing improvements to the general functioning of society,
- When integrating new recruits into your team,
- By developing new offers in collaboration with the business team.



# ≡ Our Human Resources policy

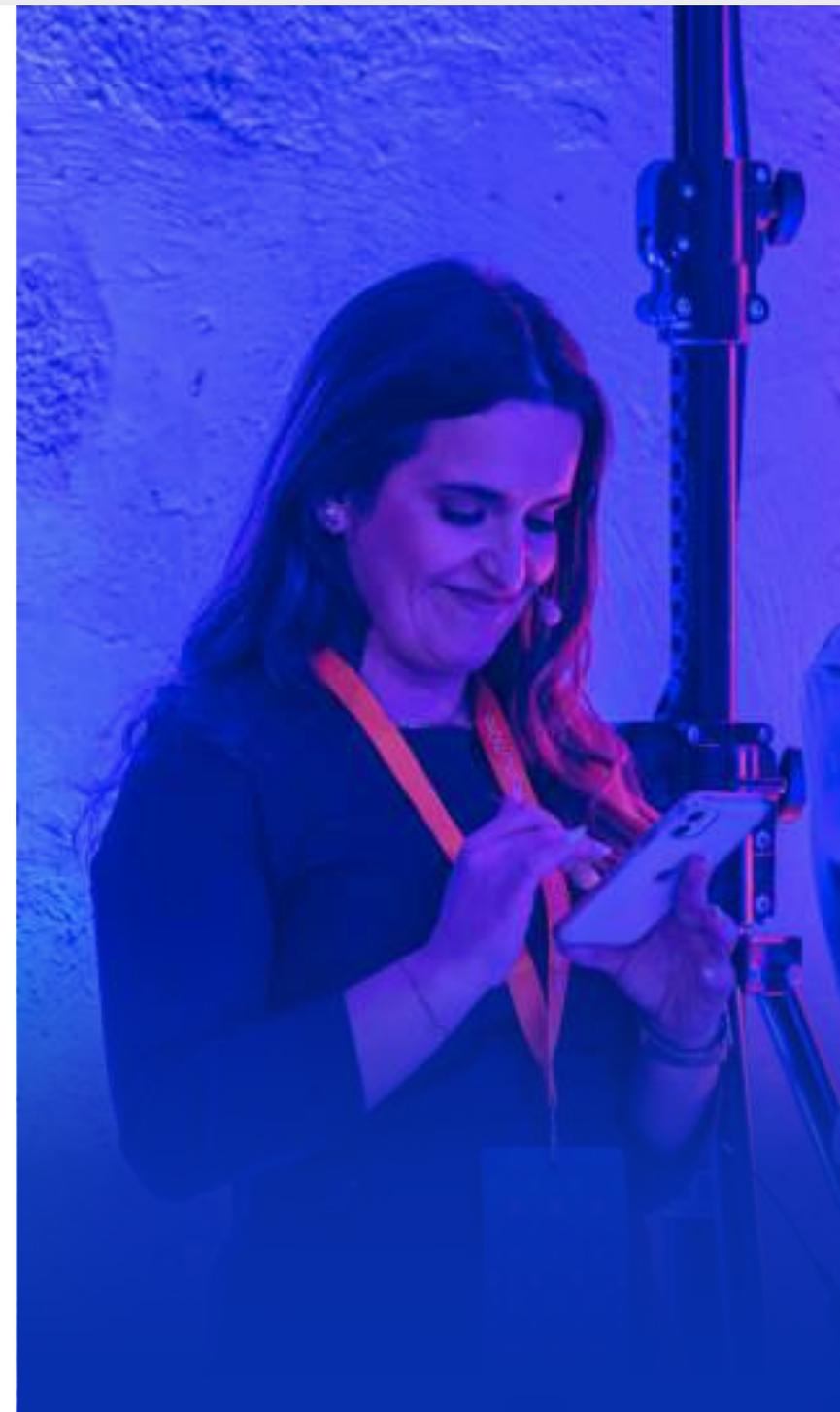
All those inputs can be discussed during our quarterly (or regular) reviews and followed up by the HR Department.

## **SELECT PEOPLE**

What makes our society strong today are the women and the men who make it up and bring it to life every day by putting in common their motivation and skills.

Our strategy places the individual at the heart of our system. We offer you a motivating, dynamic and meaningful work environment for everyone.

You are the one who knows more about Alter Solutions, so we give you the floor:



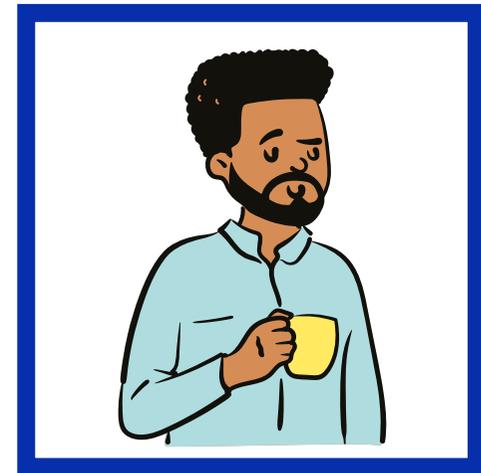
# ≡ Our Human Resources policy

“My name is Farid; I am a cybersecurity engineer at Alter Solutions since February 2017 in the field of security offensive. Every day, with my team, we play the real attackers to detect intrusion vulnerabilities. This improves overall security on our customers’ systems. Because at Alter Solutions the professional relationship is built on trust and the management system is based on proximity and exchange, I always felt fulfilled. Working at Alter solutions is the guarantee that we are not just a name and a profile in a CRM, but indeed a recognized, appreciated, and well-integrated collaborator.”

## **Farid, cybersecurity consultant**

“Professional fulfillment is the reason why I joined Alter Solutions. Here, the team does everything it takes to meet my expectations by promoting learning and the rise in skills in a healthy and friendly atmosphere.”

## **Nidhal, fullstack developer**



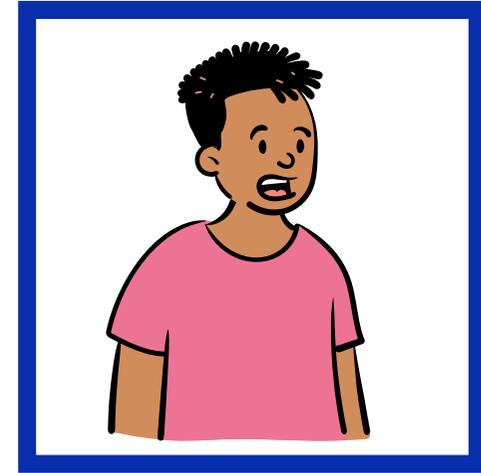
# ≡ Our Human Resources policy

“Alter Solutions is well positioned in the cybersecurity market, which allows us very interesting technical access. And, despite the pandemic, Alter Solutions has kept contact with us through small attentions, the organization of technical presentations or events, such as, for example, a CTF. It is very pleasant to work in these terms.”

## **Emmanuel, cybersecurity consultant**

“Change has always been a part of my life as a Cuban. Starting my career as an Electrical Engineer, I moved on to Network Operation Center, starting with networks, and servers, going to the natural evolution from SysAdmin, until landing a position as DevOps and Cloud Engineer. I lived and worked in Cuba, Chile, Canada, and now Belgium. I’m delighted to have had all these experiences that I have been through, especially the incredibly easygoing relocation to Brussels. Alter Solutions Benelux gives you a nice experience and helps you to make an easy and smooth transition. Here, you can improve your career, but not only that: you can also get to know other traditions and amazing cultures!”

## **Daniel Amarán, Cloud Engineer**



# ≡ Our Human Resources policy

“Born and raised in Cameroon, I discovered Portugal in 2017 where I had a great work experience in a pretty town named Fundão. My departure to Lisbon made me discover another facet of Portugal; and I really enjoyed the difference between these two areas. Since 2020, I have been in Brussels, where I’m enjoying working for Alter Solutions. I intend to continue to improve my knowledge, by learning and keeping abreast of technologies evolutions while putting my experience at the service of the company.”

## **Wilfried Bekale, Backend developer**

“Like all migrant women, I consider myself a Cuban warrior who fights for the well-being of her family. I have already traveled to several countries, such as Venezuela, Russia, Morocco, Guinea-Bissau and, finally, Portugal, where I found the bases to conquer a better future.

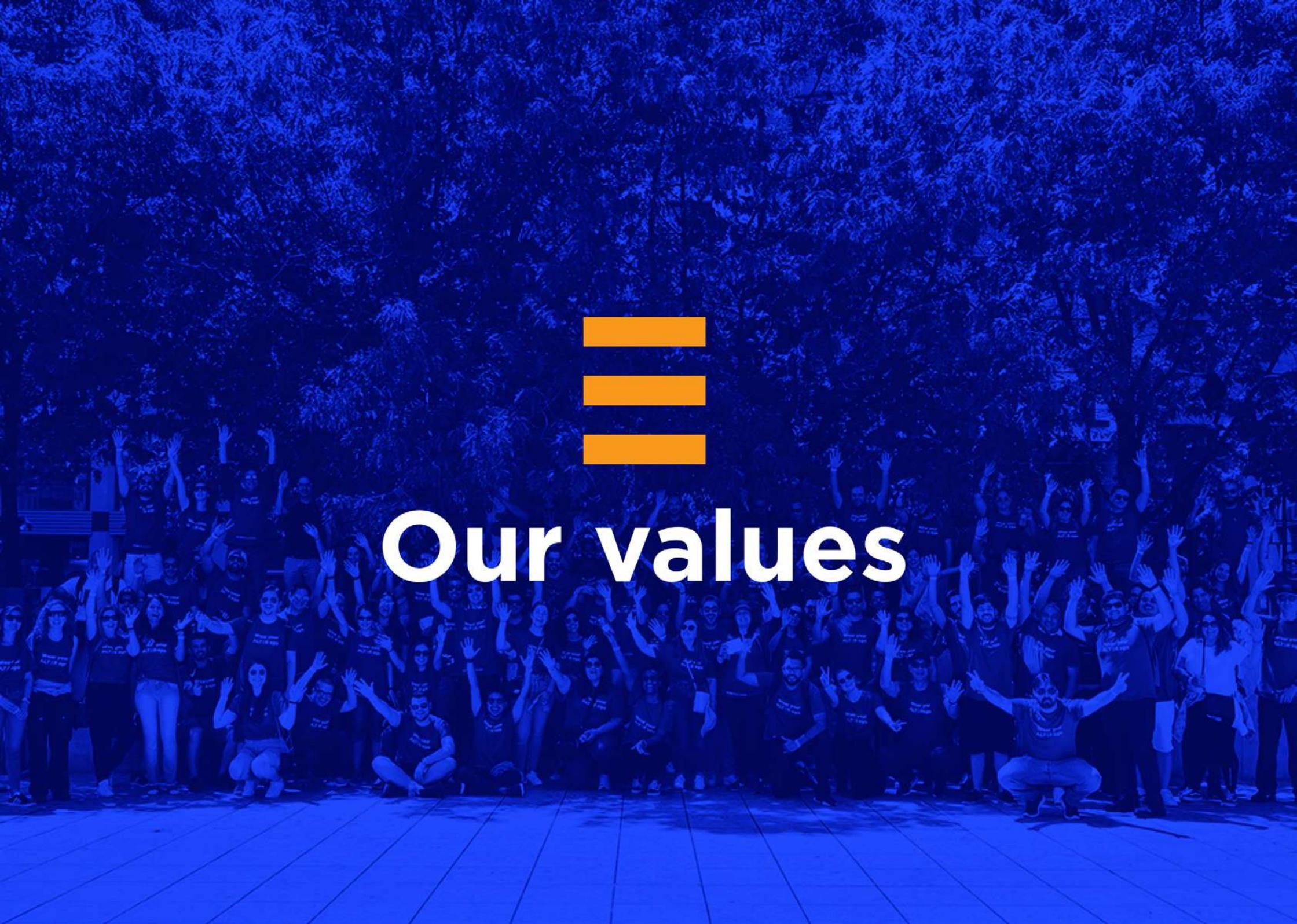
I currently work with this wonderful IT consultancy company, Alter Solutions, who makes me feel like family. I have many goals, the main one being to improve my professional performance and continue to contribute to the goals of this great company.”

## **Grethell Alvarez, QA Tester**





# Our values



# ≡ Respect for Human rights

The Alter Solutions Group is committed to respecting Human rights.

Our idea of the human rights is as simple as it is strong: everyone has the right to be treated with respect and dignity.

Human rights are inherent to all human beings, regardless of their nationality, place of residence, gender, national or ethnic origin, color, religion, language, or any other situation.

Everyone has the right to enjoy human rights without discrimination. These rights are all related, interdependent, and indivisible.

Human rights are recognized by the Universal Declaration of Human Rights of the United Nations and by the International Labor Organization. The guiding principles that we apply, are, as defined by the United Nations framework: “Protect, Respect and Remedy”.



# ≡ Respect for Human rights

We made an analysis of the human rights more likely to be affected by the commercial activities of consulting companies, to proactively prioritize human rights areas regarding our activities.

Today we reiterate our commitment to:

Avoid causing or contributing to human rights abuses through our own activities, and to remedy immediately to these breaches if they occur despite our vigilance.

Seek to prevent or mitigate human rights abuses not directly related to our activities, or services but which arise from our business relationships or that would emanate from our stakeholders (suppliers, customers, etc.), even if we do not have directly contributed.

All our commitments, as an employer and as a as a responsible corporate citizen are detailed in our **Ethics Charter**.



# ≡ Men and Women equality

At Alter Solutions, we consider that the diversity of our workforce and professional equality between men and women is a strength. We are convinced that diversity is source of growth and promotes social dynamism. The fight for equality between men and women allows us to mobilize the talents and skills contributing to the general performance of the company.

Alter Solutions has defined a plan for the coming years of concrete actions to reaffirm the importance and wealth of professional diversity in all our hearts of professions.

We thus anchor the need to guarantee equal opportunities and treatment of employees regardless of origin, gender, sexual orientation or identity, age, marital status or state of pregnancy, genetic characteristics, belonging or not belonging, real or supposed, to an ethnic group, a nation or a race, political opinions, activities unions or mutuals, religious convictions, appearance and physical condition, family name, state of health or disability.



# ☰ Men and Women equality

We recognize that professional equality between men and women is a major issue in everyone's development, and that it must be a hot topic for all businesses today. Regarding the development of our Corporate Social Responsibility, this promotion of equality and diversity is part of our Human Resources policy, and we have already put actions in place.

Here are some examples:

Determination of relevant quantified indicators concerning the male/female ratios among the workforce,

Actions in favor of the balance between personal/family life and working life,

Administrative and managerial support to employees who wish to take parental leave,

Access to management positions for our female collaborators,

Establishment of an annual commission on parity.



# ☰ Men and Women equality

We have identified 6 priority areas of action in favor of equality between men and women:

1. Compensation,
2. Recruitment,
3. Training,
4. Internal promotion,
5. Work life balance,
6. Conciliation of parenting and work.

For each of them, we have objectives of clear progress, as well as concrete actions and measures allowing them to be reached. These numerical indicators allow us to follow our annual progress.

An annual analysis of the professional situation of the men and women within Alter Solutions is carried out and made the subject of an annual report based on a calendar year. These data about men and women in the company are communicated to the parity committee which meets every year. This makes it possible to take stock of the situation and provide corrective actions quickly, if necessary.



# ≡ Non-discrimination and promotion of diversity

Because all our differences are a strength, we believe that diversity is both an element of social policy and an asset to the service of the economic performance of our company. Well conducted, we believe that diversity management promotes social cohesion and is a lever for growth.

It is for these different reasons that Alter Solutions relies on the diversity of its workforce and talents to consolidate its policy innovation, performance, and competitiveness. In this regard, we prohibit all forms of discrimination on any grounds whatsoever, as well as any behavior that could undermine the dignity of the individual.

This promotion of equal opportunities covers our entire Human Resources policy:

- The recruitment process,
- Internal promotion and career progression,
- Remuneration and salary policy,
- Training and skills management,
- Managerial follow-up and operational supervision.



# ≡ Freedom of association

Freedom of association is at the heart of the fundamental rights of employees and allows democracy to be exercised in relations of work. It is a constitutionally protected freedom, with two large dimensions. First and foremost, it aims for individual freedom to protect rights and interests by joining the union of one's choice. It also aims at the collective freedom to create a trade union.

At Alter Solutions, we respect all forms of union involvement. If you want to get involved, don't hesitate to contact the Human Resources team.



# ≡ Our disability policy

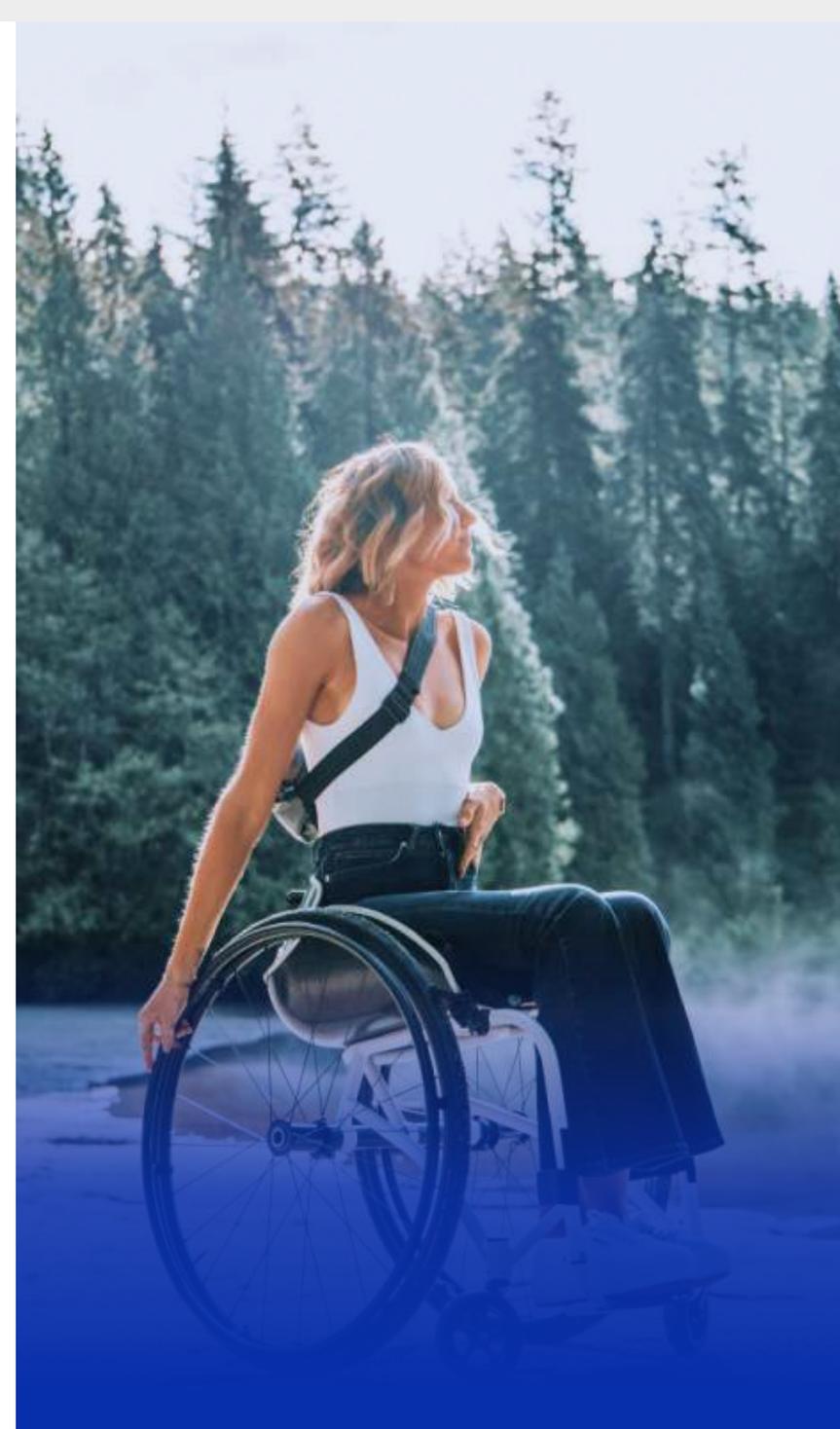
## LET'S CHANGE OUR PERSPECTIVE ON DISABILITY

Nowadays, the vision of the handicap remains stigmatized with the representation of people with reduced mobility or in situation of serious deficiency. It is time to change things: 80 to 85% of people with disabilities have an invisible disability, not always recognized and yet not insignificant on a daily basis. Therefore, Alter Solutions is committed to changing these prejudices by launching a policy in favor of disabled employees and by implementing measures to facilitate their daily lives.

There are 3 types of non-visible disabilities:

- Learning disabilities (such as dyslexia),
- Sensory impairments (such as being hard of hearing, having low vision),
- Internal diseases (such as diabetes, heart and respiratory diseases, herniated discs).

If you think you have a disability, contact the Human Resources team because we are here to support you.

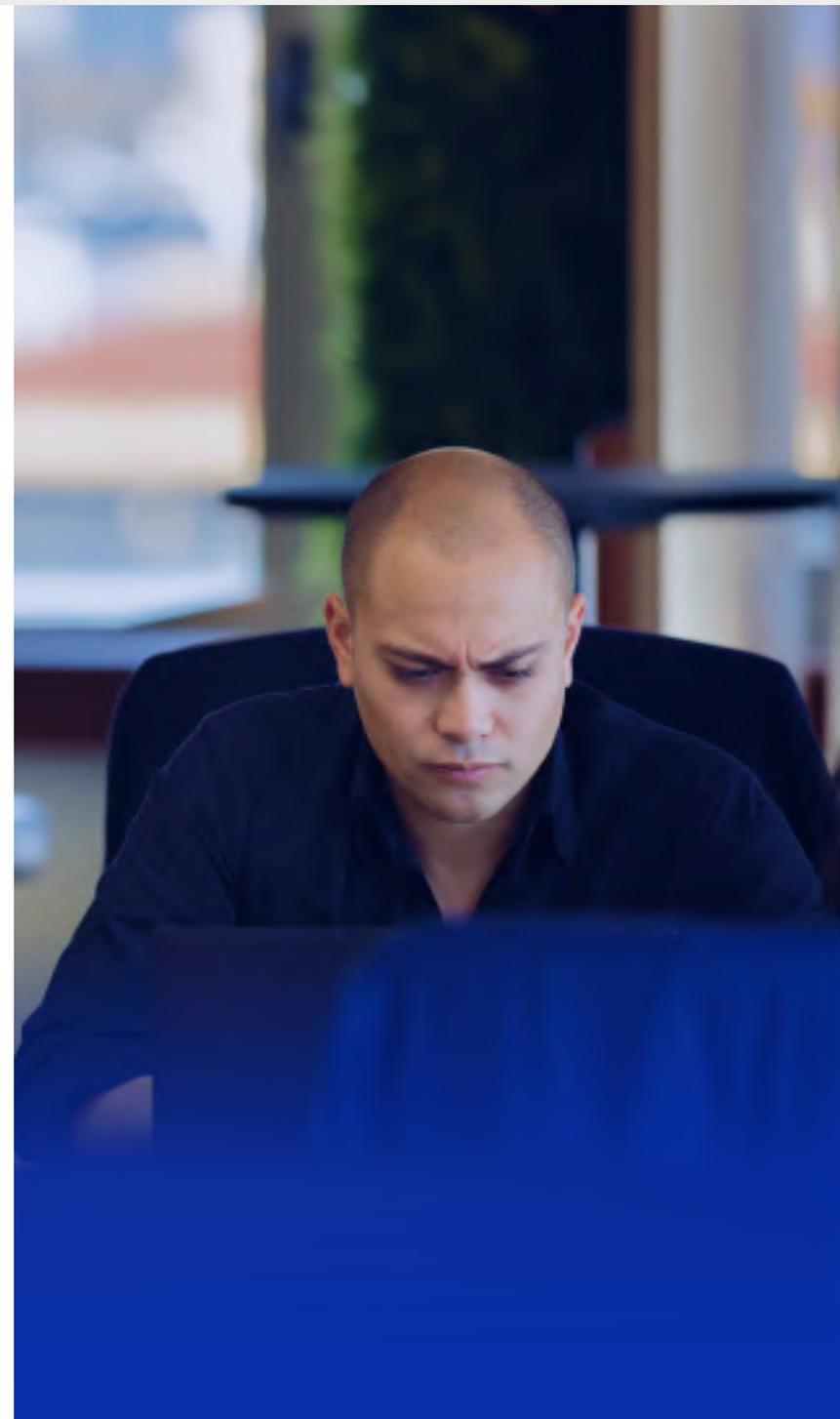


# ≡ The health and safety of all our employees

The health and safety of all our employees is a key issue for us.

- A decrease in accidents at work or occupational diseases,
- The creation and maintenance of a quality job, where the person takes their full place in the company and occupies positions that are beneficial to them,
- Good economic health of the company: the costs of work stoppages and occupational illnesses weighs heavily on economic performance.

Our Human Resources teams, in collaboration with our medical centers, make themselves available to all our employees to ensure that the work does not affect their physical or mental health.



# ≡ The health and safety of all our employees

## **ALCOHOL AT WORK**

The introduction and consumption of alcoholic beverages on Alter Solutions premises is prohibited. Nevertheless, sometimes we have good news to celebrate together, or a farewell drink to organize, we have a certain tolerance on the consumption of alcohol on our premises (only on drinks authorized by the labor code). These occasions must remain exceptional, and the consumption of alcohol must remain largely reasonable.

## **HEALTH**

The Alter Solutions Group cares about the health and wellbeing of their employees. Therefore, each subsidiary has health protection mechanisms.



# ≡ The health and safety of all our employees

## OCCUPATIONAL MEDICINE RECOMMENDATIONS

We have established programs to prevent injuries of an ergonomic or postural nature in the workplace. You will find below a summary of good practices to keep in mind during office activity.



# ≡ The health and safety of all our employees

## WORKPLACE SETTING



### Armchair

- a** Your hips are slightly higher than your knees.
- b** Sit back in your seat and adjust the depth.
- c** The curve of your chair follows the curve of your back.
- d** Your arms and forearms form a 90° angle.



### Desk

- e** Your desk is as high as the elbow pads of your seat.



### Computer

- f** The distance between your eyes and your screen corresponds to the length of your arm.
- g** Your keyboard is about 10 cm from the edge from your desk.



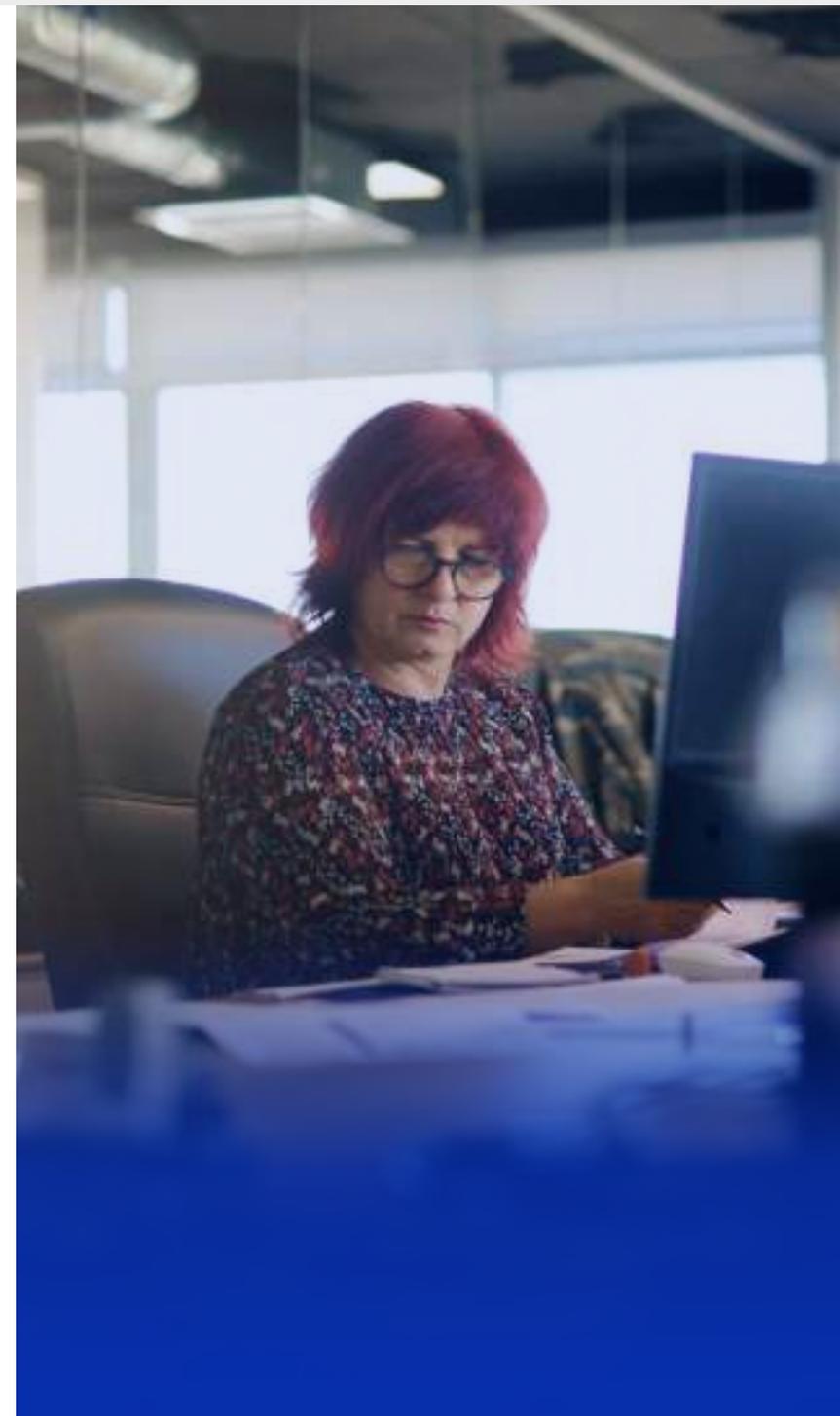
# ≡ The health and safety of all our employees

Your mental health is our priority.

The health situation has greatly accentuated depressive episodes among workers, all sectors combined. As an employer, it is our duty to ensure that all our employees are not in a situation of burnout or overwork.

To do this, we carry out regular follow-ups which allow us to freely discuss your mission, your expectations, but also, your feelings and the difficulties you may encounter at work or in your private life. Even if it is not easy to share these difficulties at work, know that we are here to help you.

There will always be someone at Alter Solutions with whom you will feel comfortable to share your feelings.

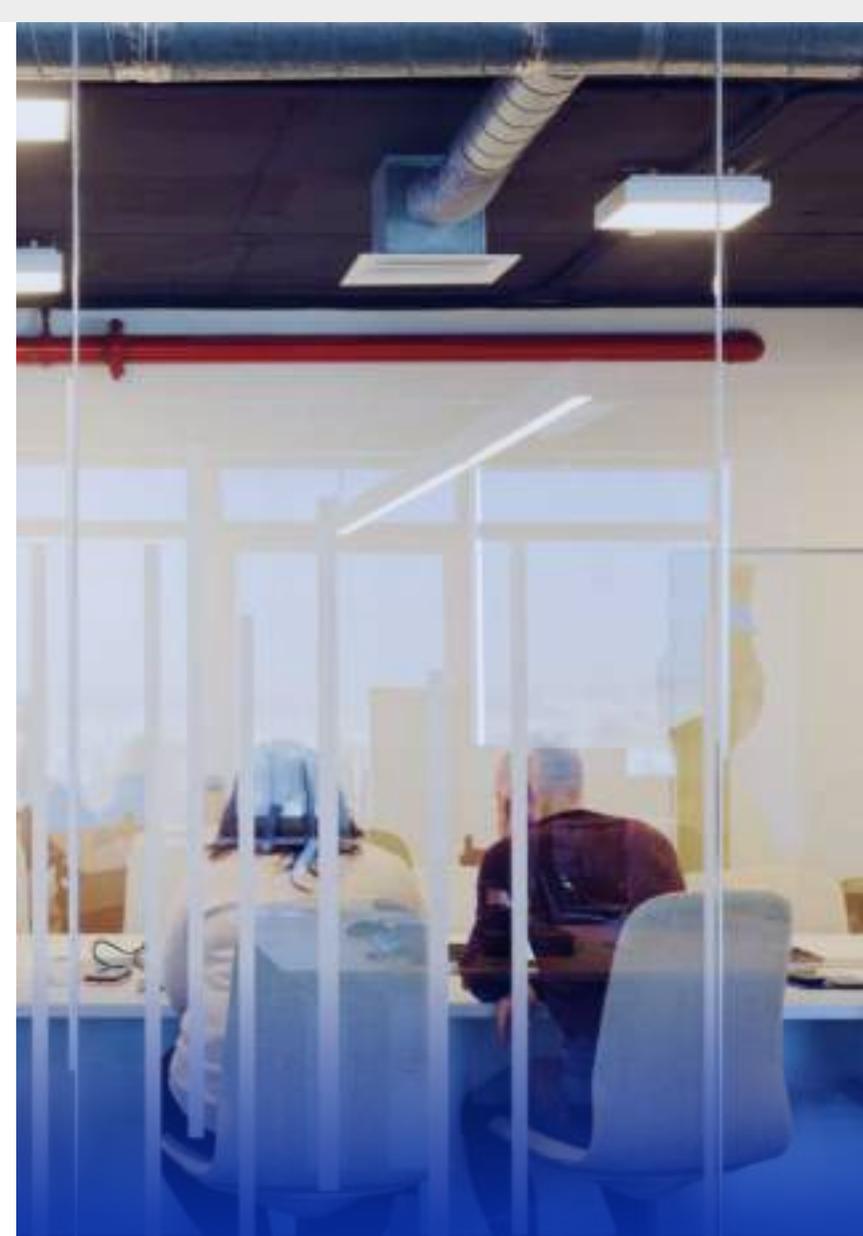


# ≡ Training and employability

Employability is a term used to define the ability of an employee to be recruited on the labor market, to keep that job and to evolve over time within that company or another. At Alter Solutions, we believe that the employability of everyone promotes the overall performance of the company: in the short, medium, and long term.

We are committed to evaluate and monitor your skills regularly and develop your expertise through relevant training actions.

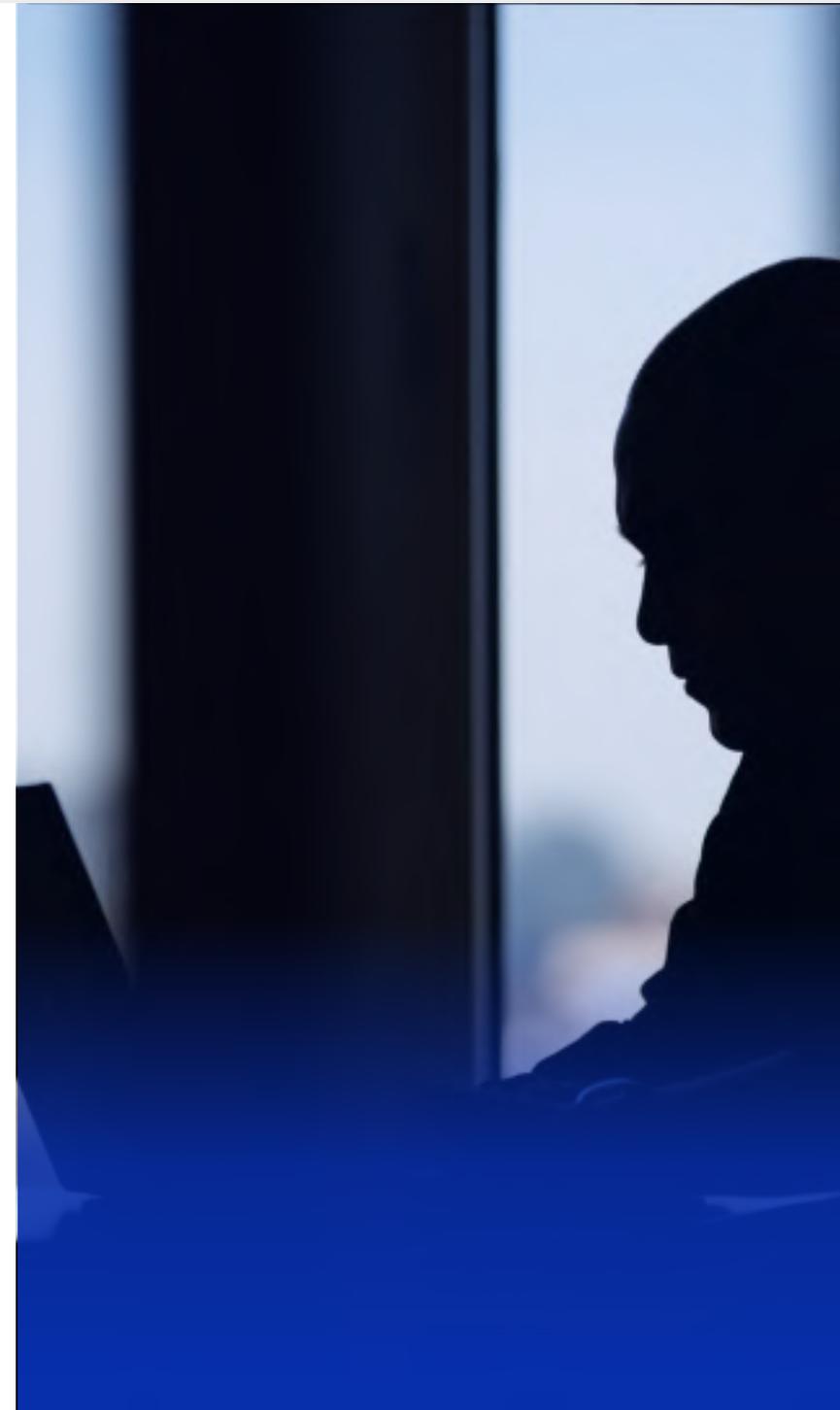
Those training and certification requests are analyzed each year, individually, during your annual interview. We are also at your disposal throughout the year to meet your needs and support.



# ≡ The fight against all forms of harassment

The Alter Solutions Group is a place of mutual respect and fulfillment. We aim for a safe environment where life is good for everyone, we are committed to fighting against all forms of possible workplace harassment.

We assume our obligation regarding the safety and health of our employees. In concrete terms, this means that if one of our employees is a victim in their workplace (of moral or sexual harassment) exercised by another employee or customer, we would act immediately.



# ≡ The ethics and fairness of our practices

We have implemented a policy that encourages a sense of ethics and guarantees fair and just practices:

- Prohibition of kickbacks in any form, including bribes or gifts, on any part of payment contracts and indirect payment agreements,
- Formal oversight policy covering direct or indirect political contributions, charitable donations, and patronage,
- Violations, including details of the case, are reported to the Ethics Committee,
- In the event of an infringement, employees may be dismissed or subject to disciplinary measures depending on the seriousness of the facts.

Discover our anti-corruption measures:

- Written whistleblower policy including a privacy policy,
- Responsibility for oversight has been clearly assigned and resources have been made available
- Mechanisms are in place for ongoing monitoring,



# ≡ The ethics and fairness of our practices

- The company's management (i.e., board of directors, control committee) reviews the results of internal and external reviews and ensures that the required changes are implemented appropriately.

For more information, you are invited to read our **Ethics Charter**, as well as our **Responsible Purchasing Charter**.

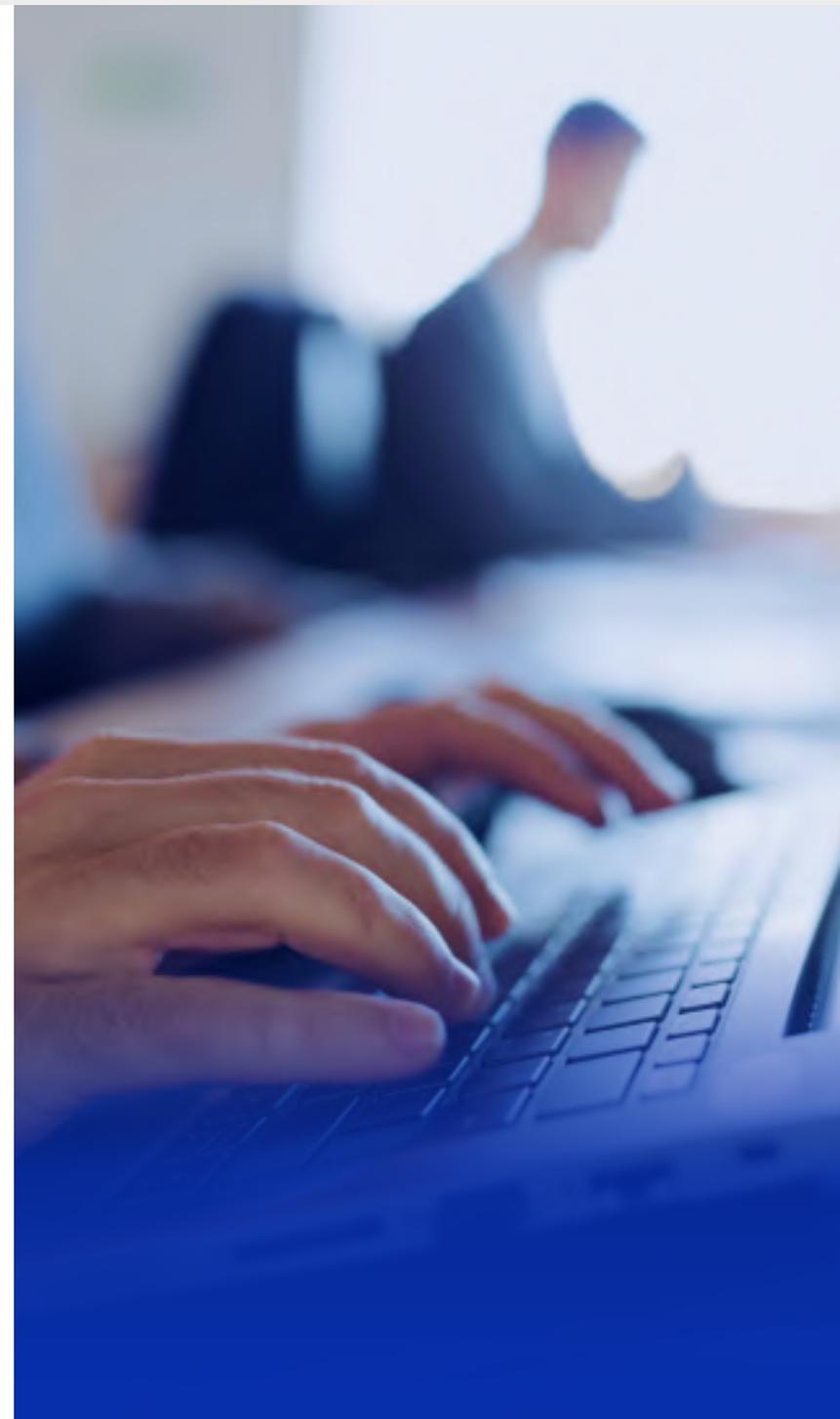


# ≡ Our GDPR policy and the protection of personal data

Because your personal data belongs only to you, Alter Solutions has implemented strict measures to comply with the General Data Protection Regulations.

We are aware that one of the most valuable things in our company is the trust you place in us. Consequently, the confidentiality of your data is a critical subject, and we do our best to respect the following rules:

- Be transparent about the data we collect and its use (by the HR department),
- Never give, share or exchange data concerning you,
- Never send you messages you didn't want,
- Answer all questions you may have about the protection of your personal data,
- Implement best practices for Data protection.



# ≡ Our GDPR policy and the protection of personal data

For any question or complaint concerning the processing of your personal data by Alter Solutions, we invite you to contact our department dedicated to the Protection of Personal Data:

By email: [privacy@alter-solutions.com](mailto:privacy@alter-solutions.com)

By mail: Alter Solutions - Data Protection Department - 6 Avenue du Général de Gaulle 78000 Versailles France





**The quality of  
life at work**

# ≡ Welcome aboard: onboarding at Alter Solutions

Is this your first day at Alter Solutions? Welcome!

Because the first day in a new company is not always the easiest, we do everything we can to quickly make you feel at home.

If we describe onboarding in a simple way, it is the process or journey that our new employee goes through from the moment he/she is informed of his/her hiring (preboarding) until he fully assumes his/her position at Alter Solutions.

We have decided to implement actions that facilitate the arrival of our new employees.

## **REDUCE ARRIVAL STRESS**

We understand the first days can be stressful for those who join us. Indeed, everything is new: new workplace, new colleagues, and new habits to adopt.



# ≡ Welcome aboard: onboarding at Alter Solutions

To reduce this stress, we are committed to giving you a warm and friendly welcome, from your manager but also from the whole team. Three watchwords for everyone: benevolence, empathy, and support.

## **SHORTEN LEARNING TIME**

A successful onboarding saves time in terms of learning, thanks to the follow-up and support of your colleagues.

Various training sessions will be offered to you to increase your skills and to help you get to grips with the internal tools.

Let yourself be trained; you are guided!



# ≡ Welcome aboard: onboarding at Alter Solutions

## ENCOURAGE OPEN COMMUNICATION AND BUILD CONNECTIONS

During your induction week, you will meet the employees with whom you will have to interact in your working relationship. Direct team, Human Resources department, Accounting, Business Manager, etc. are all people who will allow you to have a global vision of the departments of the company and their respective processes.

We seek to encourage the creation of strong bonds between co-workers and to allow open communication between all. We want you to feel followed and listened to. Thus, it will be easier for you, if necessary, to discuss problems encountered with your manager or your Human Resources manager.



# ≡ Welcome aboard: onboarding at Alter Solutions

## PROMOTING OUR VALUES

The commitment of all employees is fundamental to the success of Alter Solutions. Our onboarding strategy reaffirms this desire to include our employees in a collective, focused on the overall success of society. This key moment also allows us to communicate about our values and our corporate culture.

## ENABLE BETTER INTERNAL MOBILITY

Finally, we believe that this notion of onboarding should not be limited to new employees. A change is a change, even for those who are already in the company and want to change jobs. Supporting our talents in their internal mobility is also a way of showing them our involvement and our loyalty. Whether your job change is geographical or hierarchical, you can count on us to support you in your career management.



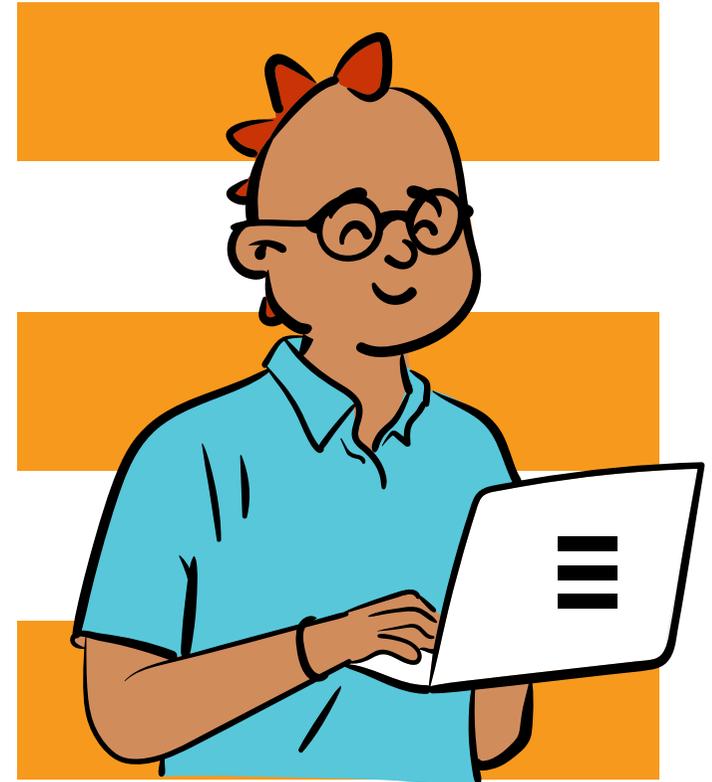
# ≡ Welcome aboard: onboarding at Alter Solutions

Here is some practical information for your first day. At first, you will receive:

- Your computer and all the necessary equipment to work in the best conditions: everything is ready for the D-Day, all you must do is settle in,
- A welcome pack with Alter Solutions goodies ordered just for you,
- A welcome email with all the HR information: access to your email address, your access to Boondmanager, information on health coverage, the days when the head office is closed... In short, all the practical information to work peacefully with us.

And because a new arrival in the company is always good news, don't be surprised if you are contacted by the communication team: we will ask you for a photo (if you agree, of course) and a short presentation text. We will share it internally with your new colleagues.

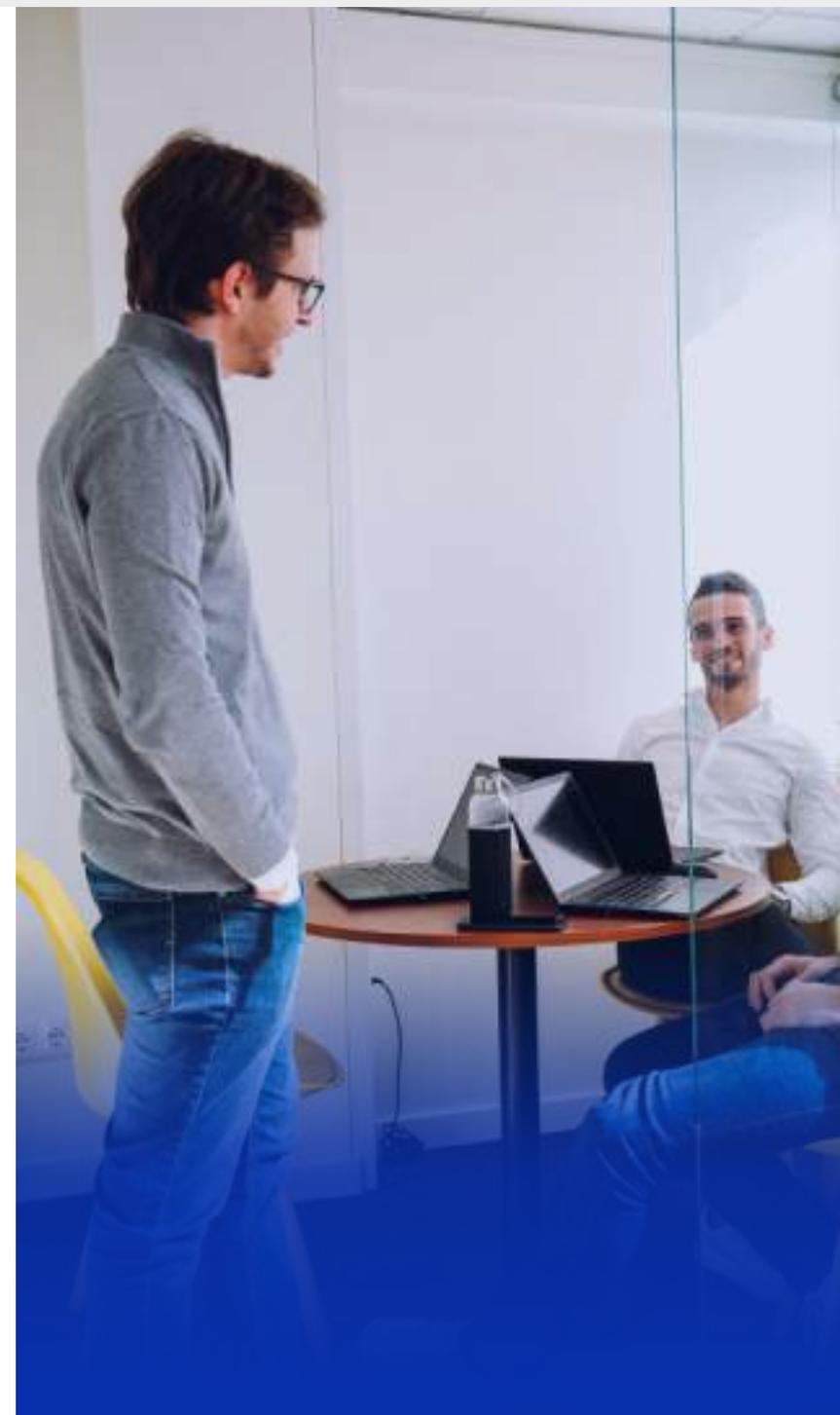
Welcome in!



# ≡ Workplaces available to all

The Alter Solutions premises are available to all our employees (support areas, business areas, consultant, technical management, etc.). If your activities allow it, feel free to ask us to telecommute in one of our premises in Europe.

This will be an opportunity to share your know-how and skills with your colleagues. We are committed to providing you with a pleasant working environment: comfortable, modern, and functional.



# ≡ Telework and its scope

We value remote work as something natural and necessary. When it's possible, we work hard in order to authorize this option for the employees of the Alter Solutions Group.



# ≡ A balance between private and professional life

The reconciliation of professional and personal life is a factor in improving the quality of the service provided by employees.

## LEAVES

It is recalled that employees living in PACS (Pact of Civil Solidarity) benefit from the same leave for family events (marriage, PACS, death of spouse or child, marriage of a child, death of an ascendant, death of a brother /of a sister, death of the father-in-law/of the mother-in-law) as married employees, as well as the same rights in terms of health and provident costs.

## MEETINGS

At Alter Solutions we are committed to taking into consideration, at all levels, the constraints of the private life and family life of our employees.



# ≡ A balance between private and professional life

In this sense, work meetings or seminars are scheduled considering the usual working hours of the employees concerned.

## **WORKING HOURS**

It is reminded that a minimum daily and weekly rest is to be respected.

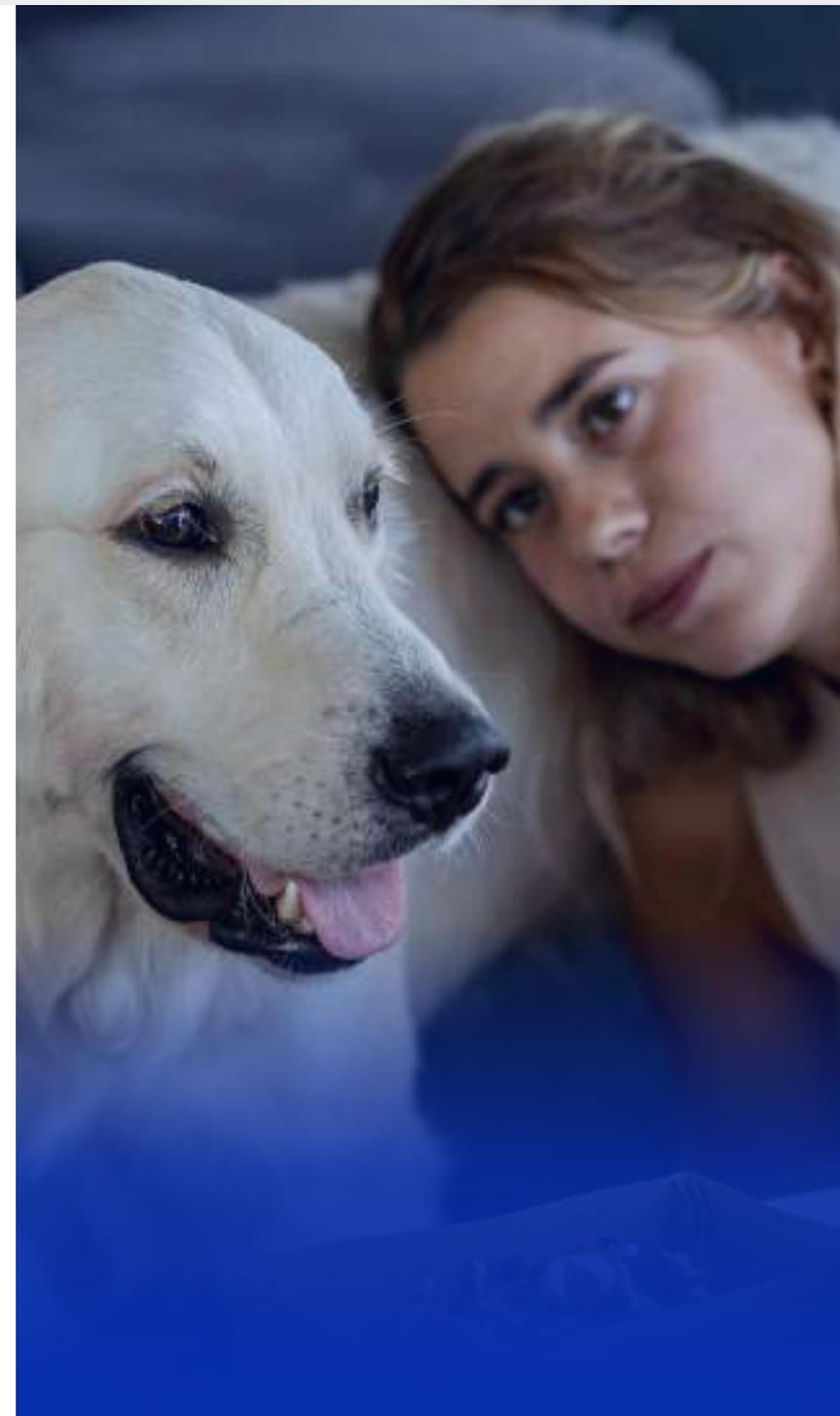
In addition, it is forbidden to work on a Sunday unless an exemption request has been made to the Human Resources Department within a reasonable time. These rules are subject of regular reminders made by the Management, to respect them. The Human Resources department of each country ensures that working hours are respected, in accordance to the legislation of the country.



## ☰ Fun times at work

We regularly organize events during which we all get together to share a good time in a setting that is a little different from usual. These friendly events allow you to decompress together, to get to know each other better.

Between the ice rink, bowling, cooking or yoga classes, you will inevitably find the event that is made for you. When sanitary conditions permit, we also organize welcome drinks for all new employees. Because nothing is more enjoyable than meeting for real, over a pizza and a drink.



# ≡ Digital disconnection

With the appearance of hybrid work (mix between teleworking and on-site work), the boundary between private life and professional life may become more blurred. According to a study by Eléas, more than  $\frac{2}{3}$  of executives use their professional digital tools in the evenings and on weekends. To limit this hyper connection, a necessity: we must enforce and guarantee the right to disconnect.

The right to digital disconnection can be defined as the right of an employee to disconnect from their professional digital tools and not to be contacted by their company outside of their usual working hours, including when he or she is teleworking. These digital tools can be both physical (computers, tablets, mobile phones, etc.) and online (team messaging, office suite, intranet, collaborative software, etc.). At Alter Solutions, we ask all our managers not to solicit their teams, in the evening, on weekends and during their holidays. Each one of you has the right to privacy and there is no question of contacting you outside working hours.

To find out more, do not hesitate to consult our **Digital Disconnection Charter** and the HR department is at your disposal if necessary and if adjustments are to be expected.



# ≡ Benevolent management

Benevolence... Everyone has been talking about it for some time in the business world, some see it as a fad, indulge in it with conviction, accuracy, others make fun of it by comparing those who practice it to “care bears”.

At Alter Solutions, we are convinced that when benevolence is intelligently applied to management, it allows real fulfillment of employees at work.

The benevolent approach is reflected in a few basic rules:

- Demonstrate understanding towards interlocutors,
- Refrain from judging,
- Adopt a positive and constructive attitude in one’s interpersonal relationships so that the interlocutor does not feel attacked or belittled, but rather valued and supported.
- At Alter Solutions we follow the principle that the first objective of a manager is to help his or her teams to develop, and not to be in permanent control:

No sterile hierarchical position: a manager must be respectable, accessible, and legitimate... the teams will naturally follow him/her,



# ≡ Benevolent management

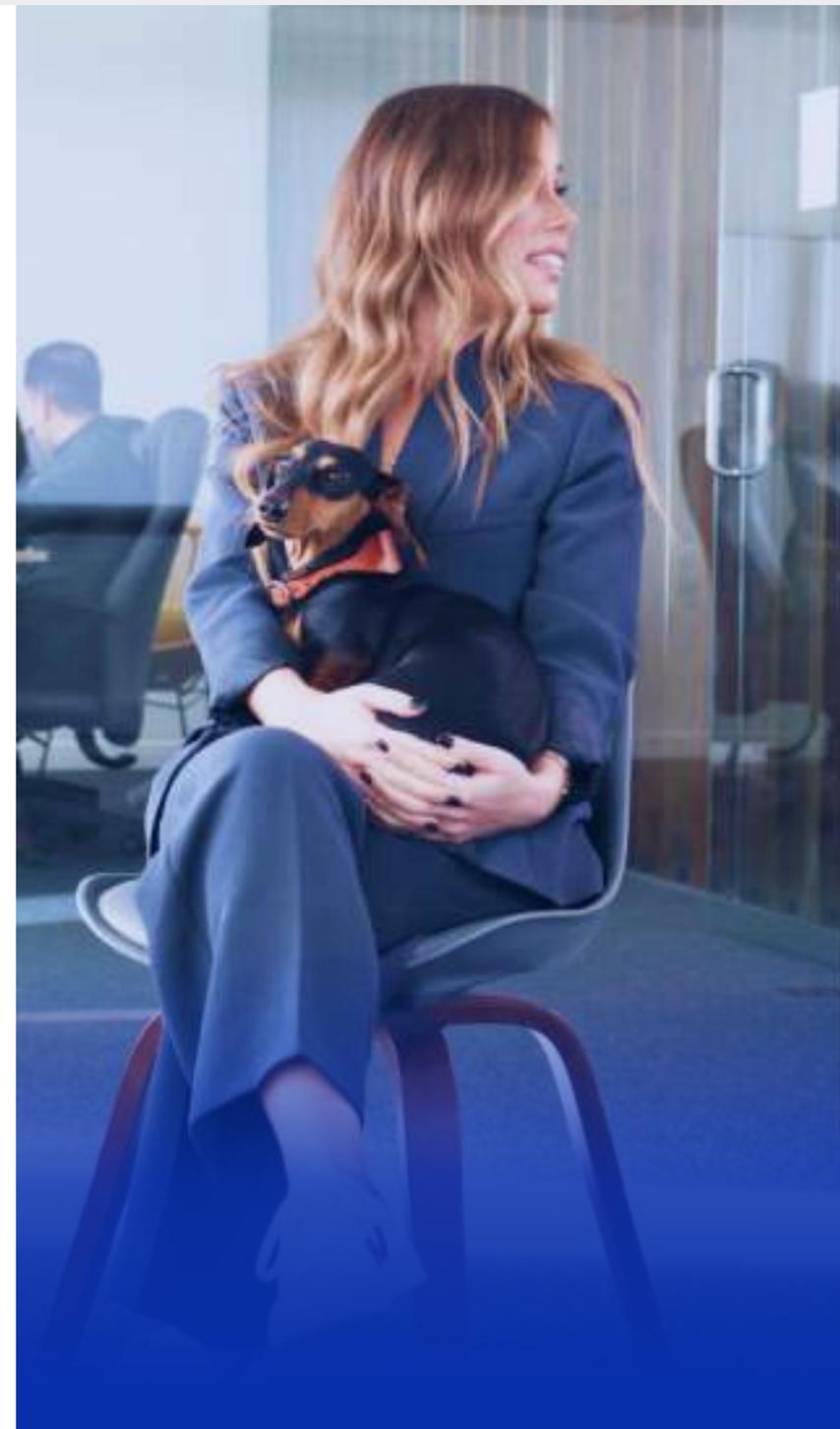
- Manager or managed it is important to recognize the work of others and to know how to say “thank you”,
- Let us know how to recognize quality work and do not hesitate to communicate it in a positive way to highlight the investment of his/her teams.

Do not hesitate to ask your manager or your colleagues if you experience any difficulty. No one has the answer to everything, and everyone can make mistakes.

## **PUTTING PEOPLE AT THE HEART OF MANAGEMENT AT ALTER SOLUTIONS**

The Human is the first resource of our organization. And our most precious.

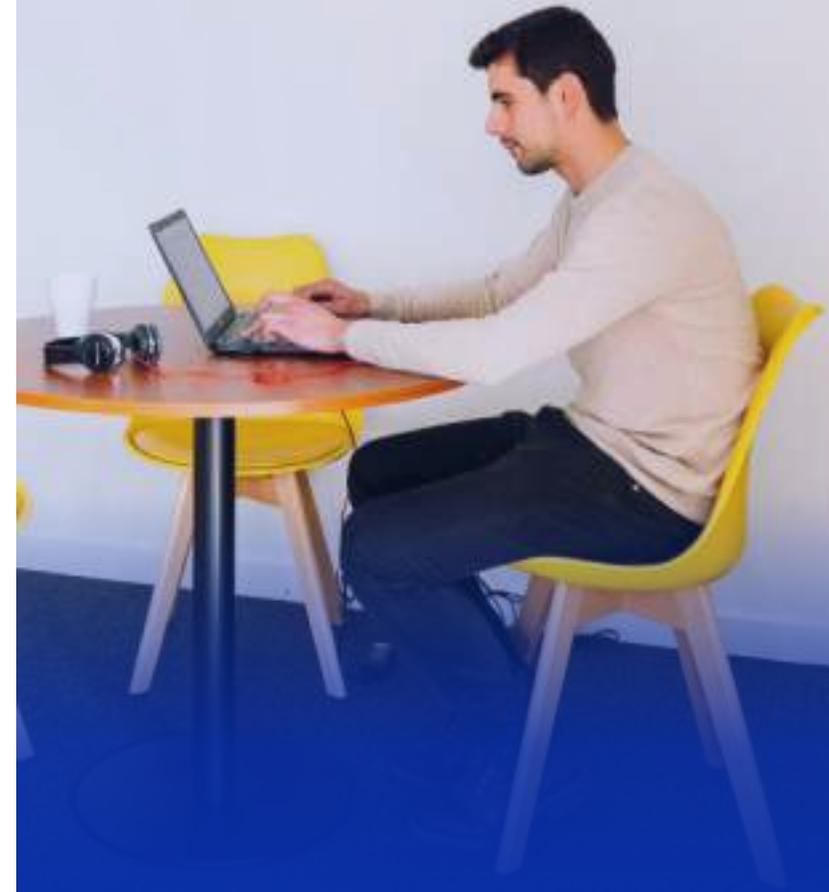
We have set ourselves the priority objective of taking the greatest care of it, ensuring its development, and establishing and perpetuating a win-win bilateral commitment. We want to include this value of benevolence in the DNA of Alter Solutions, which must be applied daily at all levels of the company.



# ≡ Benevolent management

Positioning the Human at the heart of its management requires some effort from all of us. Let's be vigilant together, to:

- Practice active listening, demonstrate empathy and emotional intelligence,
- Adapt your management style according to personalities and situations,
- Be available and smiling,
- Be open to different ideas/proposals/opinions
- Allow employees to explore all their talents and thus flourish,
- Delegate, federate, promote collaborative work,
- Recognize the work and efforts made, value, congratulate...



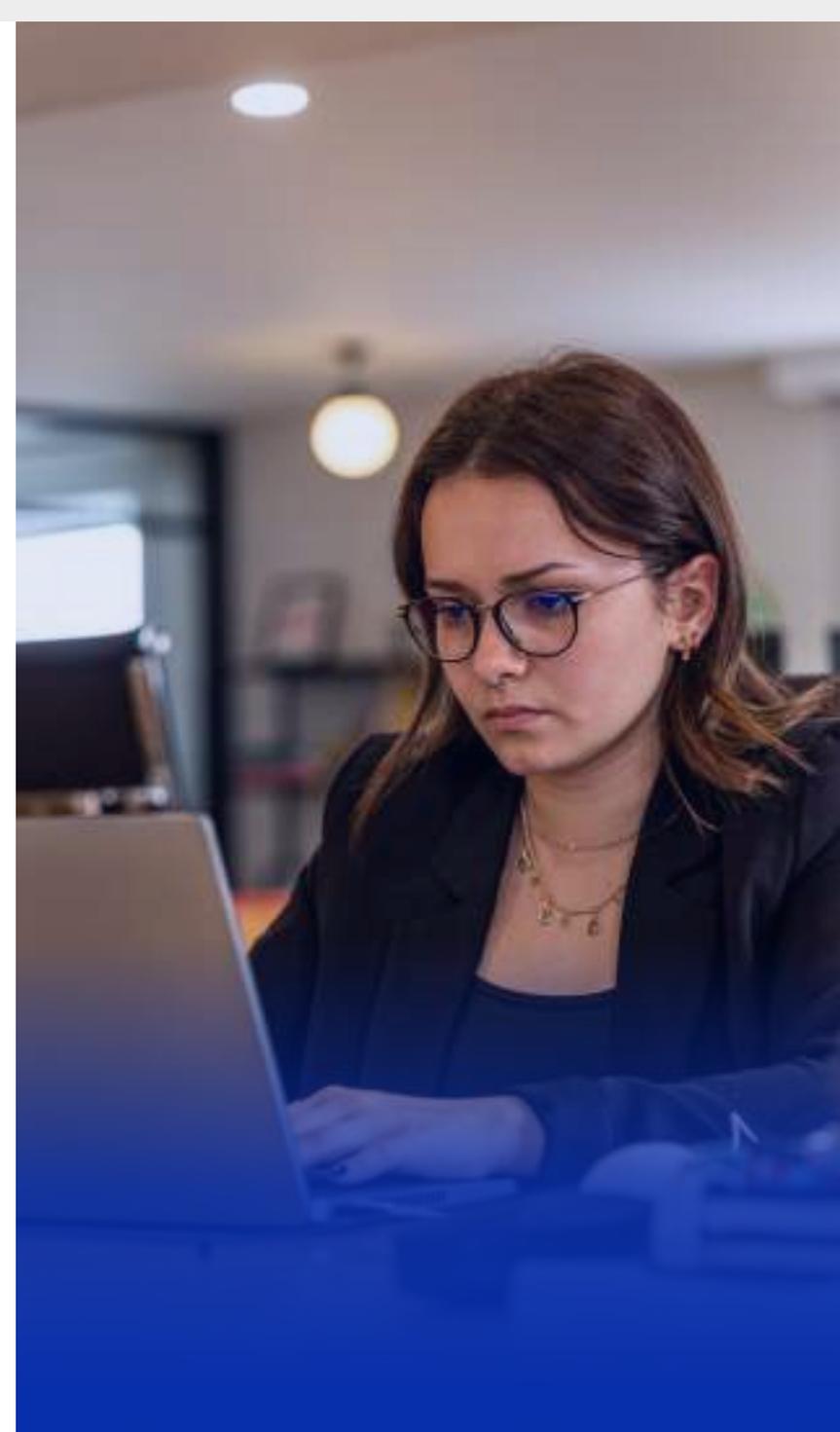
# ≡ Conflict resolution process

## COMMUNICATE EFFECTIVELY

We cannot repeat it enough: communication is the basis of any healthy relationship. Effective managerial communication is essential to benevolent management where trust and transparency are key elements.

Indeed, used wisely, communication is a very effective tool in team management:

- Get your messages across and offer everyone the opportunity to do the same,
- Avoid misunderstandings that cause tension within the team,
- Discuss in a respectful and constructive manner,
- Motivate your teams
- Calm tensions down,
- Give constructive criticism, when necessary,
- Question yourself and your decisions, if any,
- Effectively support change...



# ≡ Benevolent management

We have formalized feedback and complaints mechanisms beyond direct reporting lines to address concerns and improve business practices.

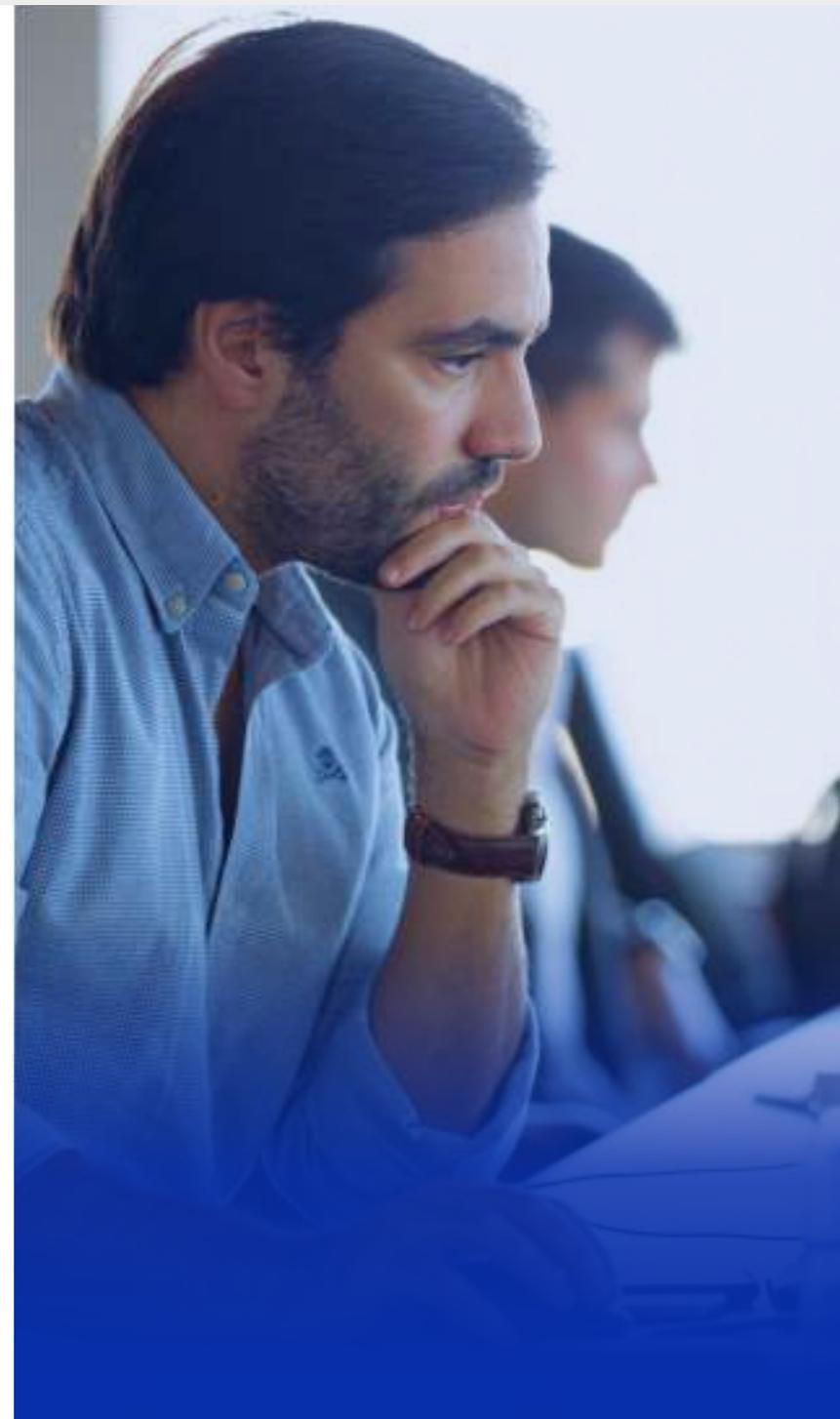
The Human Resources department is at your disposal if you encounter a problem or a conflict requiring the intervention of a third party. This support will be provided under the best possible conditions, i.e., with respect for confidentiality and guaranteed support.



# ≡ Training plan and development of your skills

## TRANSVERSE EVOLUTION

The so-called “classic” evolution towards management does not make you dream; we necessarily have a transverse evolution that interests you. Because yes, doing management is not an end. We have a multitude of career opportunities, just find the one that suits you best. To do this, nothing better than talking to your manager or the Human Resources department. Their 360° view of the opportunities within the group will allow you to find your way, while remaining at Alter Solutions.



# ≡ Alter is you!

By joining the Alter Solutions teams as a consultant, you will be involved in projects requiring expertise and will have to demonstrate a strong ability to adapt.

Innovation and strength of proposal will be your two greatest qualities to succeed. Your role is fundamental: you represent the know-how and the image of Alter Solutions with customers. You will have understood: ALTER IS YOU!

Within a department, directly with the client, working remotely or on our premises, you work on projects as interesting as they are diverse, and will quickly progress to positions of responsibility. Your main mission as a technical expert is to recommend the technical or organizational solutions best suited to the needs of our customers.

## **ALTER FOLLOW-UPS**

Alter Solutions highlights its human size, thanks to our quality monitoring. Staying in regular contact with our employees is one of our key values. Throughout your career with us, you will be surrounded by all our teams: managers, Human Resources department, offer manager, technical department, etc.



# ≡ Alter is you!

The fluidity of communication is a major issue in a company, and this is particularly true for a consulting company whose members are often outside the company's premises. Therefore, we are committed to keeping the link with you.

## ALTER'S COMMITMENTS

Beyond keeping the link, it is important to be responsive when you have a question. Here are the responsiveness commitments of the head office team:

- Callback during the day after a message left on the answering machine,
- Response to an email within 24 hours,
- In the event of vacation or absence from the office, an automatic response is systematically sent with the contact details of a contact who is acting,
- If your manager is unavailable, do not hesitate to contact the Human Resources department directly.



# ≡ Alter is you!

## IN PAIR WITH A BUSINESS MANAGER

Business managers come from various backgrounds: engineering school, business school, university course. The team formed by the duo technical team (you) and business team (the business managers) is the engine of our development. The effectiveness of this pair ensures the quality of the realization of our projects, customer satisfaction, your project satisfaction, and the development of the company.

At Alter Solutions, our business managers have several missions:

- Commercial activities: they are responsible for the relationship with our customers and the development of our activities.
- Recruitment activities: they actively collaborate with the recruitment team in building the technical teams working with our client.
- Management activities: they are the guarantors of compliance with contractual data, while ensuring the satisfaction of all project stakeholders (client, consultant, technical team, etc.). They must ensure the application of good practices and the different values communicated in this Alter book.



# ≡ Management of inter-contract periods

The inter-contract period can be a little stressful for our employees, but it is a normal period and inherent to the position. So, let's de-stress!

This period is the opportunity to:

- Train and/or pass certifications (our technical and HR management will support you in the choice of organizations and platforms, if necessary),
- Take part in cross-functional projects of the company,
- Write technical articles
- Get involved in turnkey projects, internally, with internal technical teams,
- Take time off to go on vacation.

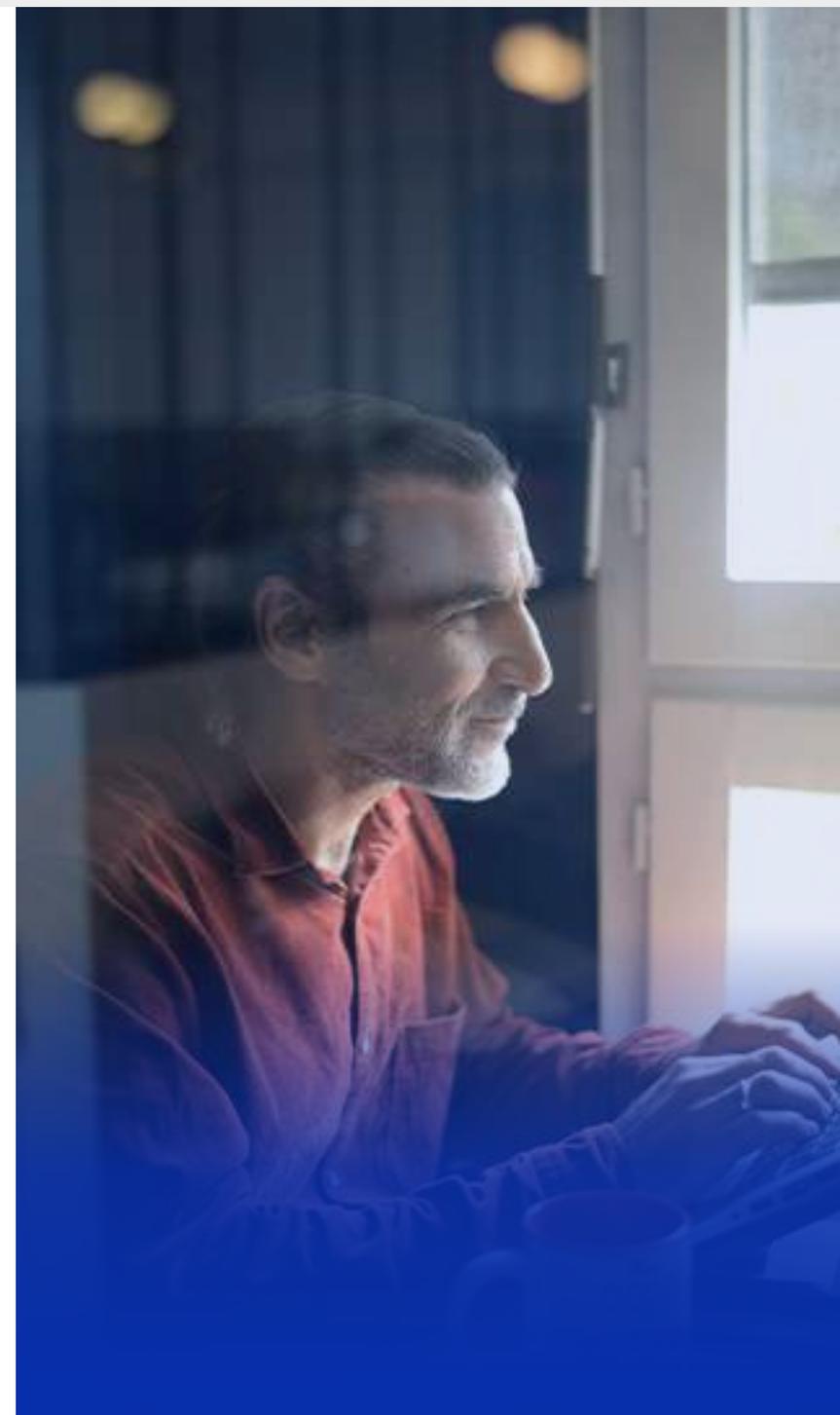
The key to managing between-contract periods is anticipation. It is up to each manager to anticipate this period, to limit it in time, as much as possible. For you, this period can also be an opportunity to discuss with the head office teams your wishes in terms of career development and geographical mobility.



# ≡ European mobility

Since 2015, we have been developing our activities in Europe, and aim to work all over the world. We want to develop our international culture with each one of you.

Whether in Lisbon, Paris, Munich, Warsaw... you are welcome in our offices. If your activity allows it, you can work abroad for a defined period. Our teleworking tools allow this organization. The HR department of each country is at your disposal to discuss all your geographical mobility wishes.



# ≡ Our compensation system

At Alter Solutions, we value having a fair and equitable compensation system. Our remuneration policy is not only aimed at attracting the best talent. It also has for the purpose of retaining our employees, rewarding them for their efforts, and establishing a climate of trust.

We start from the principle that to motivate our teams and prevent any resentment or feeling of injustice, it is necessary to establish a clear, transparent, and fair remuneration policy. And that's what we do.

Salary-related items are generally discussed during annual interviews (on the anniversary date of the employment contract); but it is quite possible to discuss the subject throughout the year.. Money is not a taboo subject and is an integral part of the world of work and business.





# The environment and civic engagement

# ≡ Our CSR policy

Environmental and social issues are increasingly present in our daily lives, and part of the world's population has already committed to fight against the deterioration of our environment and our social conditions. But this is not enough, companies have a big role to play. As an employer, Alter Solutions is responsible for setting an example for all stakeholders working with us: employees, suppliers, investors, associations, institutions, customers, etc.

From an environmental point of view, we are therefore committed to reducing our impact on the environment as much as possible, by defining, in the course of 2023, the climate strategy that we will adopt for the years to come and which will contribute, at our level, to the goal of global carbon neutrality. This fits in our environmental policy which aims to be proactive and pragmatic, and which is detailed in our **Environmental Charter**.



# ≡ Our CSR policy

From a social point of view, as mentioned above, we are committed to fighting against all forms of discrimination, inequality, or harassment.

As a reminder, all our commitments as a company, as an employer and as a responsible corporate citizen are detailed in our **Ethics Charter**. Here, we will talk about our fight against global warming and the civic engagement that we offer to all our employees.



# ≡ Our fight against global warming

## RESOURCE CONSERVATION

Carry out a proactive environmental policy. To do this, we have implemented various areas of intervention with the aim of controlling and reducing the impact of its activities on the environment. Here are some examples:

Limit consumables (paper, ink and toner cartridges, etc.) to a strict minimum,

Manage and recycle company waste as much as possible by reusing the front of draft sheets or giving a second life to obsolete company equipment,

Integrate the ecological dimension into any investment or renewal of equipment by favoring office equipment and eco-labeled cleaning products and by choosing partners and suppliers committed to the environment, such as having a fleet of hybrid cars,

Reduce CO<sup>2</sup> emissions by minimizing our business trips and using videoconferencing.



# ≡ Our fight against global warming

## RECYCLING

By carrying out selective sorting, we encourage our employees to sort waste, which is, in a way, the precursor of the recycling chain, and thus promote sustainable development. Once sorted, the waste can be transformed into raw and secondary materials. For this, there are selective sorting bins in all Alter Solutions premises.

Whether you are in our premises, at home, or in a customer's premises, have the reflex of selective sorting.



# ≡ Our fight against global warming

## GREEN IT

When we talk about pollution, we spontaneously think of visible pollution, such as plastic in the oceans or the ambient fog in big cities. Other invisible pollution exists and is just as impactful, - such as digital pollution.

As a consulting firm specializing in IT and cybersecurity, it is obvious that we have a role to play in creating a sensible digital world. Alter Solutions carries out various actions for this, among others:

- The optimization of our Cloud platforms to reduce our energy consumption,
- Management and optimization of workstations,
- Recycling of all our electronic equipment.

Work in digital sobriety is also carried out at Alter Solutions. To find out more, do not hesitate to contact our CSR Director, Mélody RIPPET.



# ≡ Our fight against global warming

## ENCOURAGEMENT OF ALTERNATIVE MEANS OF TRANSPORT

Alter Solutions is committed to limiting the environmental footprint of its activities. Therefore, we are working on reducing the impact of home-work journeys, thus contributing to improving our employees' quality of life.

Incentive to carpooling, encouragement in the use of bicycles, are all available means that we encourage.



# ≡ Our fight against global warming

## RESPONSIBLE PURCHASING

Our commitment to responsible purchasing is part of the rigorous selection of our partners, favoring suppliers committed to the sustainable use of resources, and the desire to anchor our offices and our working methods in the logic of circular economy.

Based on a principle of reciprocity, our Responsible Purchasing Charter aims, in one hand, to inform partners and suppliers of the commitments made by Alter Solutions in terms of responsible purchasing, and on the other hand, of our expectations towards them, concerning the respect of these main principles.

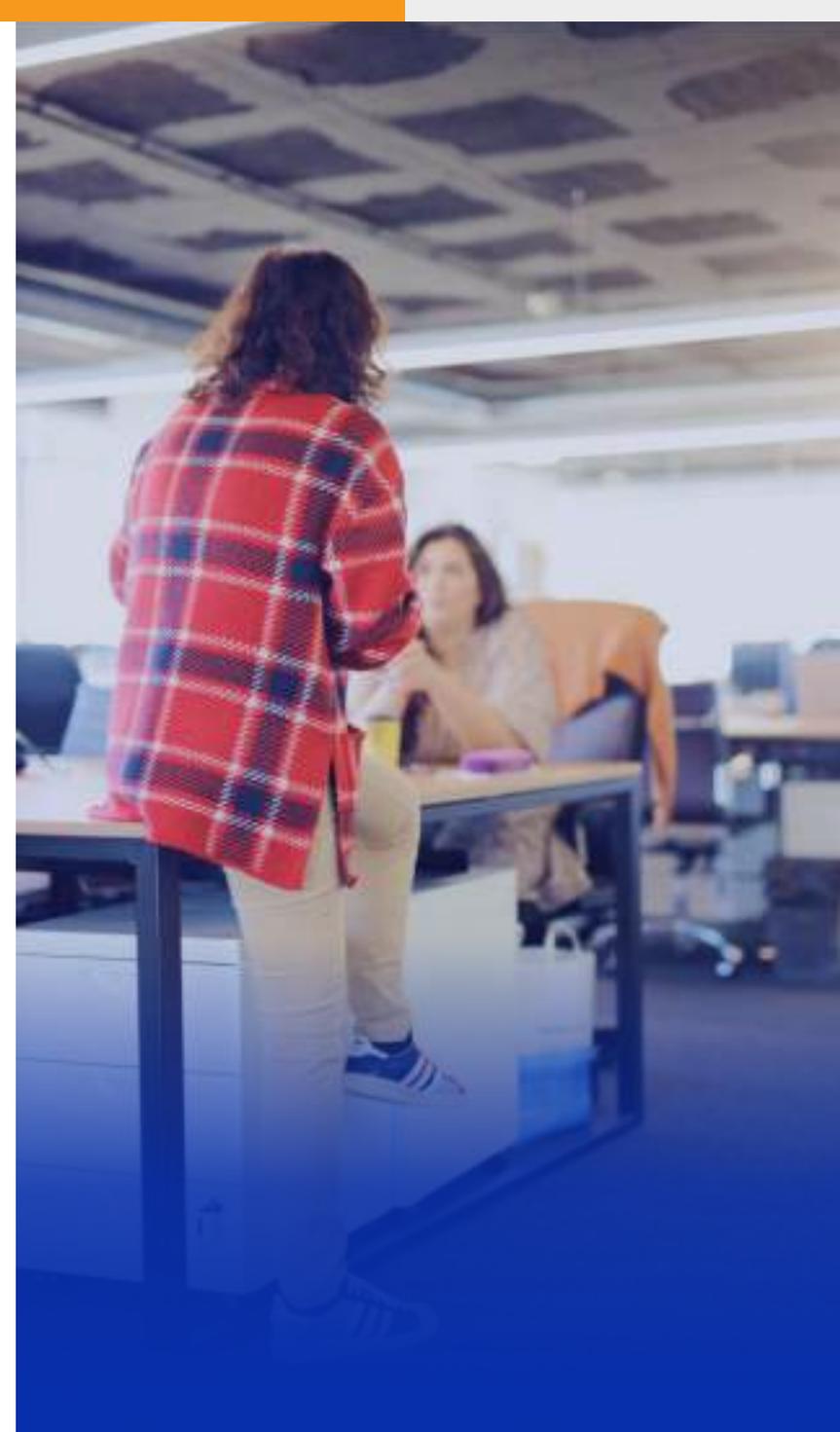


# ≡ Your civic engagement

A few years ago, many companies did not see the point or had difficulty in involving or committing their employees to actions of general interest. Things have evolved a lot since then, and we are convinced of the positive effects of such collaborations.

## DEVELOP YOUR SOFT SKILLS

Commitment to associations is generally a vector for the development of skills, similar or complementary, through their use in a new environment. But above all, it allows you to develop what are called “soft skills” or behavioral skills. These are attracting more and more interest from companies. It is about going beyond technical skills and developing qualities such as self-confidence, sense of community, adaptability, or empathy. What could be better than an immersion in an association through a voluntary mission or skills sponsorship to develop these human qualities?



# ≡ Your civic engagement

## SHARING COMPANY VALUES

When an employee is in line with the culture and values of the company, he or she feels more concerned by the missions entrusted to him or her. So that the values are not limited to “pretty words” displayed on a corporate site, it is essential to develop actions to make them inspiring, visible and turn real.

Commitment to associations makes it possible to embody these values, and to involve employees in key subjects dear to the company. Offering employees the opportunity to give, for example, time to an association, demonstrates the company’s real commitment to its stakeholders and allows it to create a strong emotional bond, a connection to the community. Committing to a voluntary mission in an association abroad, for example, allows you to deal with situations or contexts that are often more complex than in a company. This forces you to develop your creativity or your capacity for innovation to achieve ambitious goals or solve problems with little means.



# ≡ Your civic engagement

Therefore, within Alter Solutions, we want to develop skills sponsorship. How about taking advantage of your inter-contract period to help an association that we support?

## **CREATE LINKS AND TEAM COHESION**

Meeting around a solidarity mission outside the framework of the company, allows actors from different departments to work sometimes for the first time together. It thus promotes a form of transversality and decompartmentalization, which makes it possible to create a link between the teams. It is an opportunity to bring employees together around common projects while communicating differently. Much more than a “team building”, the associative dimension of a solidarity seminar, for example, allows employees to embark on new strong human and collective experiences, and thus develop living together.



# ≡ Your civic engagement

Obviously, some of these benefits are not necessarily direct and immediate, the added value of a policy of solidarity commitment of employees is measured in the long term. Because just like corporate commitment, solidarity cannot be decreed, but is built step by step and over time.

Good news! The associative world today offers a range of solutions adapted to the needs and sensitivities of everyone to enable companies to combine performance and social utility.



# ≡ Conclusion

Ready to enjoy your new challenge?

We hope that reading these pages will facilitate your integration into our society. We have tried to present to you, as completely as possible, the state of mind of Alter Solutions and our vision of day-to-day work.

This Alter book is not exhaustive and only asks to be enriched by your experiences or your ideas on how-to live-in business. So don't hesitate to let us know.

We sincerely hope that our collaboration can be a sharing of good practices and a human exchange, through the projects that we will carry out, together. We are at your disposal to discuss all the subjects that are important to you.

See you soon!

Fanny and the entire Alter Solutions team





# Thanks

**ALTERSOLUTIONS**  
act digital group