

PERFORMANCE MANAGEMENT POLICY

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DOCUMENT REVISION HISTORY

Version Number	Modified Date	Modified By	Changes	Approval Authority
1.0	01/01/2018	HR Operations	Introduced the policy	Head, HR

1. OBJECTIVE

To develop a framework to carry out a fair & effective performance management program that is aligned to the business goals.

2. SCOPE:

Applicable to full time employees of Altran India Pvt Ltd.

3. PURPOSE

The purpose of performance management process is to create a valuable opportunity for managers and employees to have time out for one on one discussion to focus on goal setting competencies assessment and development plan for the new year. This is also an opportunity for performance assessment, competency review, and development planning for the past years. It also is the time to review career goals for the future.

4. APPRAISAL CYCLE TIMELINE

Altran follows annual appraisal cycle between January to December. Any employee who has joined on or before 30th September are covered under AAA.

5. IMPORTANCE OF ALTRAN ANNUAL APPRAISAL (AAA)

The Altran Annual Appraisal offers, in the rush and bustle of working life, a valuable opportunity for managers and employees to have « time-out » for a one-on-one discussion to focus on:

PERFORMANCE REVIEW

- Assessing employees performance compared to goals for their role in the past period.
- Providing employees helpful and meaningful feedback, using concrete examples.
- Listening to employees point of view and comments.

COMPETENCY REVIEW

- Identifying and understand the competencies required for the job.
- Assessing current competency levels.
- Analysing the gap between the current competencies and the ones to be strengthened.

GOAL SETTING

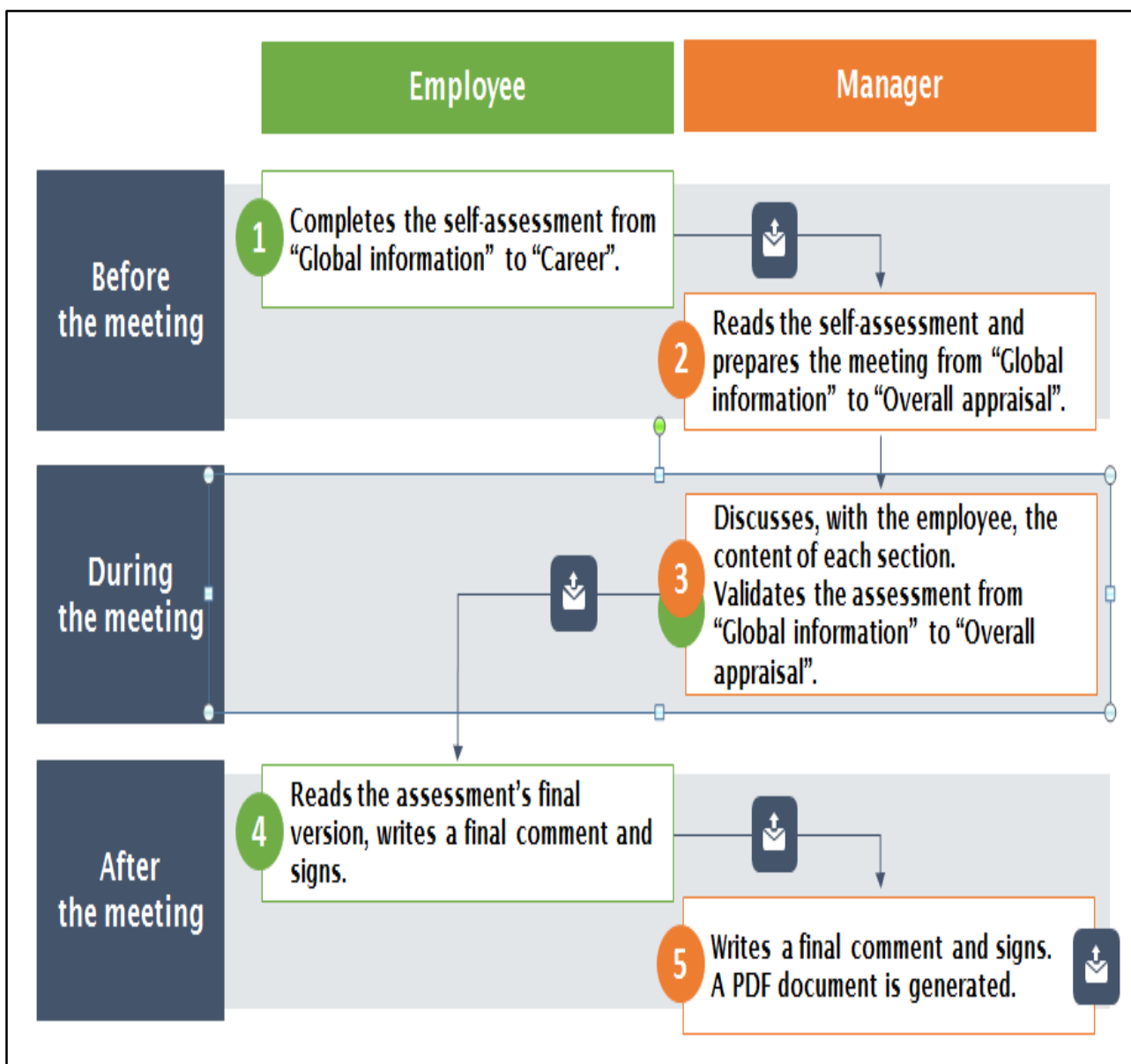
- Defining Specific, Measurable, Attainable, Results-oriented, Timely goals.
- Validating goals with employees to ensure alignment and commitment.
- Enabling employees to align their efforts behind Altran's strategic direction.

DEVELOPMENT PLANNING

- Encouraging employees to grow and develop competencies by mixing different learning activities: Formal trainings, On-the-job learning, Coaching & mentoring, Unstructured learning, Special projects & secondments.
- Discussing career evolution and opportunities.

6. PERFORMANCE MANAGEMENT PROCESS

Altran Performance Management Program will include 5point- Rating scale review process. Manager assess the employees overall performance in the Altran Appraisal form followed by rating in the TMS tool.



7. PERFORMANCE APPRASIAL STEPS

Below are the steps to be followed in the entire Performance Management Program.

Step/Activity	Activity Detail	Responsibility
Self-assessment for the current year & Goal setting for the next year	Employee to complete the self-assessment in AAA form from "Global Information" to "Career".	Employees
Manager Review	Manager reads the self-assessment in AAA form from "Global information" to "Overall appraisal"	Manager
Appraisal Discussion b/w Employee & the Manager	After the employee self-assessment, manager discusses with the employee, the content of each section. Validates the assessment from "Global information" to "Overall appraisal"	Manager
Employee Acknowledgement	Employee reads the assessment final version, writes a final comment & sign off.	Employees
Final Rating	Manager enters the final comment/rating, followed by sign off.	Manager
Calibration	HRBP handles the calibration at the business level	HRBP/ Business head
Merit Increase/ Promotion	HR Operations processes the merit increase/ promotions/issues increment letters based on the merit guideline	HRBP/HR Operations

The entire Appraisal activity needs to be updated in the Talent Management System (TMS).

8. RATING SCALE AND RATING DESCRIPTION

Rating scale is used for performance evaluation is 1 to 5. Rating definition & rating descriptions are given below:

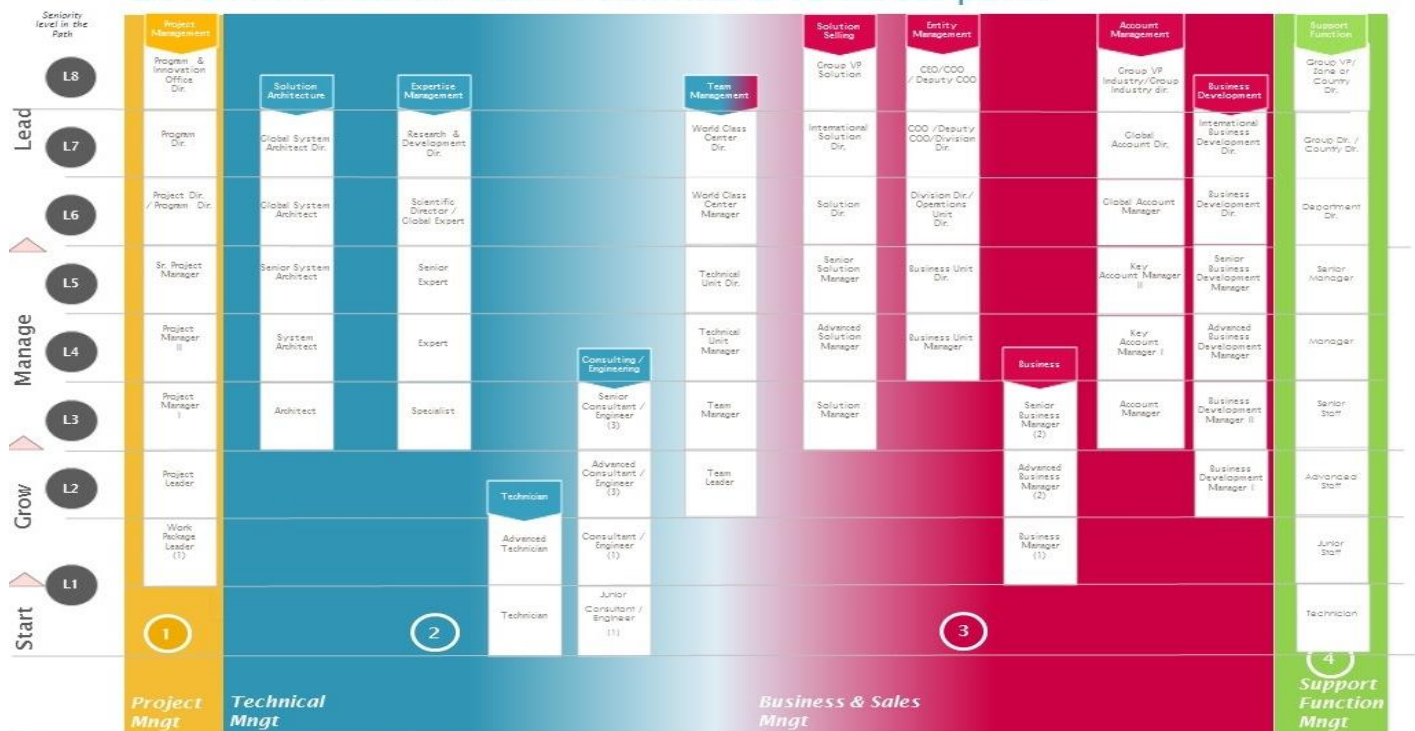
Rating	Rating Scale	Achievement Criteria	Rating Definition
5	Exceeds expectations	Achievement $\geq 105\%$	Consistently goes beyond the expected results and the position skills' requirements. Excels at what he/she does.
4	Fully meet expectations	Achievement $\geq 95\%$ to $< 105\%$	Performs consistently well with regards to the expected results. Fulfills the position skills' requirements. Can be counted on to get the job done.
3	Mostly meet expectations	Achievement $\geq 75\%$ to $< 95\%$	Performs at expected level <u>most</u> of the time and below expected level at other times. Fulfil most of the position's skills requirements. Needs an action plan to <u>further develop</u> targeted areas
2	Partially meet expectations	Achievement $\geq 50\%$ to $< 75\%$	Performs at expected level <u>some</u> of the time and below expected level at other times. Fulfil part of the position's skills requirements. Needs an action plan to <u>improve</u> targeted areas
1	Does not meet expectations	Achievement $< 50\%$	Is below standard with regards to the expected results. Does not fulfil the position's skills requirements. Needs an immediate action plan and/or move to consider.

9. CAREER PATHS

Across global Altran has implemented career path with the below objectives. In order to meet the Group's development objectives.

- Strengthen our capability to manage customer projects and to intervene on more complex and strategic topics that require more specialized expertise and focus.
- Better visibility and better development opportunities
- In response to what is expressed by our customers and partners to have more multidisciplinary and international teams.
- Our HR policy is changing career paths are a concrete illustration of this change.
- Among the four top priorities of C.A.R.E., Career paths are designed to recognize and develop the expertise of our talents.
- Career path structure is provided as below:

2015 Altran Career Path: 4 Families & 12 career paths



(1) Entry position after graduation depending on diploma and experience.
 (2) Including junior position of BM selling solutions or developing accounts. BM may also take additional responsibilities such as trainer.
 (3) Starting level 2, Consultants/Engineers may take additional responsibilities such as site coordinator or trainer.
 Remark : Positioning in L7 & L8 has to be approved at Group level.

10. IDENTIFYING AND MANAGING POOR PERFORMERS

The objective is to provide a guideline and action plan for employees who are poor performers as per appraisal ratings. Timeline for Performance Improvement Plan (PIP) is Minimum 30 and Maximum 90 calendar days. If the performance does not improve by the end of review period, PIP can be extended by a month at manager/HRBP discretion.

11. PROCESS TO HANDLE POOR PERFORMERS

- Manager needs to identify the poor performer & develop a PIP plan. Employees with poor performance are put under PIP for duration of 1 to 3 months.
- Goals to be specific, measurable and realistic and to be contained within the target review period.
- Manager needs to discuss the plan with HRBP.
- Meeting to be organized by the manager with the employee in presence of the HRBP to explain the PIP plan to employee
- Manager to issue the PIP and take a sign-off on the PIP issuance form followed by
- Monthly Interim reviews
- If required, PIP can be extended for additional (maximum) 30 days from end of review period date. Manager and HRBP to issue Extension Letter to the employee.
- In case of the improvement of the performance, HRBP closes the PIP. If the performance does not improve, termination process will be initiated.

Annexures to the PIP : Refer to the ESS Portal

- PIP Form
- PIP completion Form



PIP Form.docx



PIP_Completion_Form.docx

12. DISCLAIMER

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