

Frame of Reference

This Charter is a unique feature for an international group. It aims to promote the culture of the Altrad Group, in particular:

- its agile and original matrix organization, able to cope with both upswings and downturns of the market;
- entrepreneurship and the principle of subsidiarity through the autonomy of subsidiaries;
- development, sharing and innovation through progress units (see box on page 345);
- its techniques for securing a strong group, based on robust cash management* and reporting* processes;
- the value attached to cultural differences.

Since the first edition in 2006, the Group has been transformed. New subsidiaries have been acquired with remarkable know-how that has been totally or partially integrated into Group functions. The changes of dimension of the Group and its new experience have caused certain practices to evolve.

This Charter of values is an evolution of the original Charter. It is written in the continuity of the first edition.

This book is organized into three parts to allow different levels of reading and facilitate the dissemination of the ideas and rules that are contained therein:

- The first part describes what the Altrad Group is in essence. This is a first reading level essential to a new arrival – whether subsidiary or associate.
- The second part presents the fundamentals of Altrad management, the framework in which the actors operate. From the holding company* to the subsidiary, the company head to managers, everyone is concerned by these “free or imposed figures” of the Altrad Group.
- The third part focuses on the way the Altrad Group is organized. We define in detail the matrix organization of the Group, the roles and responsibilities of the different actors: the holding company and its departments, subsidiaries, progress units...

This structure in separate parts is designed, like the operation of the Group, to respond to a need for “agility”: access to quick information (point vision) while keeping the essential global vision. There is, in fact, some overlap. It aims to create meaning and bonds between the various links in the chain of the Altrad Group.