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**corporate**  
responsibility report  
**2011**

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**Creating a  
sustainable  
firm of  
the future**

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### A+ for the Corporate Responsibility Report

A+ is the highest level of qualification from the Global Reporting Initiative, requiring entire management disclosure on sustainability performance standards and assurance by a third external party.



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## Foreword by the Chairman & CEO

I am pleased to report that Atos has been awarded an A+ rating in accordance with the GRI standards for the second time in a row. Indeed, in 2011, Atos has continued to build extensively on the very solid foundations laid in the previous years.

Since last year, the sustainability agenda has moved forward. The economic crisis has forced our clients to rethink their business models and reconsider their actions. By embracing sustainability as part of a company's core business, clients are able to overcome this perfect storm of economic, social and environmental turbulence. Embedding sustainability in the heart of a company has proven to make sound economic sense.

In 2011 we acquired Siemens IT Solutions and Services. The partnership formed has positioned Atos as a European leader of a truly global scale and had an impact on our workforce, our identity, our business strategy and our portfolio. In the field of sustainability, this has provided both challenges and new opportunities. Challenges to internally align the two parts of the company in the field of sustainability strategy; and opportunities since our sustainability portfolio has grown with a vast amount of sustainable solutions to offer to clients.

Internally, Atos further deployed its worldwide Wellbeing@work program supported by an international community of Atos young talents and designed to attract the best engineers and create the best working environment in line with our ambition to become one of the best companies to work for. Here the major priorities have concerned remote working (already benefiting to 1/4 of Atos employees), recognition programs, training and e-learning tools, induction programs for our 9000 fresh recruited engineers, and smart workplace through the implementation of the Atos campus concept. Early 2012, Atos has been recognized by the Great Place to Work institute as the third best employer in Poland and all the major Atos geographies will candidate to enter this best workplace list in 2012. Furthermore, the Zero email™ Program that I launched and further intensified in 2011 contributes to this by positively transforming our way of working.

Regarding our environmental strategy, the three main points of focus were further reducing our environmental impact, launching carbon neutral hosting services and strengthening stakeholder dialogue in order to fine-tune our sustainability program and focus on areas that truly matter. I am very happy to announce that we have succeeded in all three of these points. We have also been working hard to strengthen our stakeholder dialogue: our first sustainability stakeholder meeting took place in London in November 2011. For Atos, 2011 was the year in which the next step was made in transforming to the Firm of the Future. I am proud to present this report, which demonstrates that our actions provide the best evidence of our commitment.

**Thierry Breton**  
Chairman and CEO

# Key highlights of the year 2011

## **Global reporting standards recognition**

In May 2010, Atos published its first Corporate Responsibility report in line with the Global Reporting Initiative (GRI) guidelines and was rated Level B+ by the GRI. The following Corporate Responsibility report, published in May 2011, was rated A+ by the GRI, recognizing Atos' leadership position in the field of sustainability.

## **Integration of Siemens IT Solutions and Services**

The integration of Siemens IT Solutions and Services brings new possibilities for Atos in the field of sustainability. With an expanded portfolio and a new position as leaders in the European market, Atos has fully adopted sustainability as one of its key offerings.

## **Firm of the Future**

With the integration of Siemens IT Solutions and Services, we have set ourselves the challenge to adapt our transition to the Firm of the Future. While aiming to be a Zero email Company™ within 3 years, we have started to design the future workplace environment. We have embedded sustainability as the most important catalyst in this process, and aim to lead by example in the field of sustainability.

## **Wellbeing@work and Great Place to Work challenge**

In early 2010, Atos launched its Wellbeing@work initiative, demonstrating that its employees remain its first priority. This program continued in 2011 with major Atos geographies entering the Great Place to Work challenge, and was deemed one of the key points for a successful integration of Siemens IT Solutions and Services. The program underpins the company's ongoing transformation to become a fully integrated and global company, and recognized as a great place to work.

## **Helsinki Data Center**

Atos opened a data center in Helsinki, located in the former electricity station of Helsingin Energia. This data center will use cooling produced by Helsingin Energia with heat pumps, cold sea water and surplus thermal energy from energy generation. The waste heat produced by computers is transported to the district network with an exchanger in order to heat up buildings and hot tap water in Helsinki. The heat produced by the new data center is used to provide heating for more than 4,500 new households.

## **Sustainability Performance Management partnership with SAP**

In November 2011, Atos announced that it would rely on the Sustainability Performance Management (SuPM) application as delivered by SAP. The solution will help Atos gather data from across the company regarding its sustainability performance, providing insight into how well the company is faring against those goals.

## **Stakeholder Dialogue**

To kick off the development of a structured program, an initial stakeholder dialogue took place in November 2011 at our Olympic Technology Center in London. A selected international group of partners, Non-Governmental Organizations (NGOs) and suppliers took part in our discussions to create a clear stakeholder governance and action plan for 2012. At this meeting we invited our guests to challenge our Corporate Responsibility strategy and activities and to share their best practices. Through open discussions we shared expectations and ideas in order to engage in a mutually beneficial collaboration. Following this meeting, our stakeholders took part in the establishment of this report through a detailed questionnaire.

## **Toward a Zero email Company™**

In early 2011, Atos announced its ambition to be a Zero email Company™ within three years as the company believes that the volume of emails we send and receive is unsustainable for the business and work-life balance. We are adopting innovative social business solutions to bridge the 'social business gap' and provide a more personal, immediate and cost effective means to manage and share information. On January 1 2012, a Global Program Director was appointed for the Zero email™ Program. The program has received a lot of international attention in the press.

## 2011 main Key Performance Indicators

| Business Development                            |                                                               | FY 2009                    | FY 2010                    | New Atos | FY 2011                      |   |      |
|-------------------------------------------------|---------------------------------------------------------------|----------------------------|----------------------------|----------|------------------------------|---|------|
| Carbon Neutral Data Centers                     | Carbon audit total savings                                    | ---                        | KEUR 600                   |          | KE 537                       | + | EN6  |
| Societal and Well Being solutions               | Services in Health sector revenue                             | ---                        | ---                        | *        | M€ 41,82                     | + | AO5  |
|                                                 | Energy management services revenue                            | ---                        | ---                        | *        | M€ 91,78                     | + | AO5  |
| Investments in social research and development  | Responsible IT systems                                        | ---                        | € 2,368,920                |          | € 2,764,840                  | + | EC8  |
| Environmental Commitment                        |                                                               | FY 2009                    | FY 2010                    | New Atos | FY 2011                      |   |      |
| Carbon Footprint Management                     | Global Corporate Footprint (in Kg CO <sub>2</sub> e)          | 142,592,245                | 122,589,332                | *        | 309,314,589                  | = | EN16 |
| Reduction of energy consumption in Data Centers | Reduction of DCs energy compsumtion by outsourcing business   | ---                        | 2,000 MWh                  |          | 7.291 MWh                    | + | EN6  |
| Fleet car carbon emission optimization          | Average of footprint emissions in company's fleet cars        | 145 gr CO <sub>2</sub> /km | 133 gr CO <sub>2</sub> /km | *        | 131.6 gr CO <sub>2</sub> /km | + | EN17 |
| Travel Rationalization, use of Remote Working   | Number of hours of Remote Working tool usage (OCS)            | ---                        | ---                        | *        | 103,891 hours                | + | EN7  |
| Sustainability supplier screening               | % of expanditure coverage of 3 <sup>rd</sup> party assessment | 35%                        | 37%                        | *        | 41%                          | + | HR2  |
| Social Responsibility                           |                                                               | FY 2009                    | FY 2010                    | New Atos | FY 2011                      |   |      |
| Employees recruitment                           | People entering the company                                   | 4,500                      | 6,686                      | *        | 8,891                        | + | EC7  |
| Attrition                                       | Rate of employees leaving the company                         | 13%                        | 17%                        | *        | 11.74%                       | + | LA2  |
| Training of employees                           | Average hours of training                                     | 19,72                      | 34,56                      | *        | 29.12                        | = | LA10 |
|                                                 | eLearning users                                               | ---                        | 8,294                      | *        | 14,725                       | + | LA10 |
| Diversity in management                         | Women in TOP management positions                             | ---                        | 65                         | *        | 108                          | + | LA13 |
| Absenteeism                                     | Global rate average                                           | 2,7%                       | 2,07%                      | *        | 3.05%                        | = | LA7  |
| Employees satisfaction                          | Number of people participating in satisfaction surveys        | ---                        | ---                        |          | 17,156                       | + | AO2  |
|                                                 | Responses satisfaction average rate                           | ---                        | ---                        |          | 58%                          | + | AO2  |

\* This indicator relates to the new scope of Atos.

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# Business profile

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## KEY ACHIEVEMENTS

- Expanded to 74,000 employees in 48 countries with the acquisition of Siemens IT Solutions and Services.
- Annual revenues of EUR 8.5 billion on a pro-forma basis.
- Awarded an A+ by the GRI for its sustainability reporting.

**Atos is a leading information technology services company generating annual revenues** of EUR 8.5 billion (pro-forma 2011) and employing around 74,000 people in 48 countries worldwide. Atos' mission is to advance the performance of its clients by offering innovative solutions that deliver measurable business value. Atos ensures sustainability in the management of all its activities and the Group is committed to minimizing its impact on the environment, looking after the well-being of its people and ensuring profitability. Serving a global client base, it delivers Hi-Tech Transactional Services (HTTS), Consulting and Technology Services, Systems Integration and Managed Services.

Our expertise covers a wide range of specialties and we are always seeking new opportunities and innovations. Critical to doing business well are our brand values Accountability, Trust, Operational Competitiveness, Service to Clients, Innovation, Social Wellbeing and Excellence.

### Global Strategic partnership between Atos and Siemens

On December 15 2010, Atos Origin and Siemens announced one of the largest deals in the European IT Services industry which has created the new Atos: a European IT champion. Through this strategic alliance, which included the acquisition by Atos of Siemens IT Solutions and Services, Atos has strengthened its expertise in many areas including Cloud Computing Services, Managed Services, Systems Integration and HTTS, and has benefited from Siemens IT Solutions and Services know-how

and expertise in Corporate Responsibility and Sustainability Solutions.

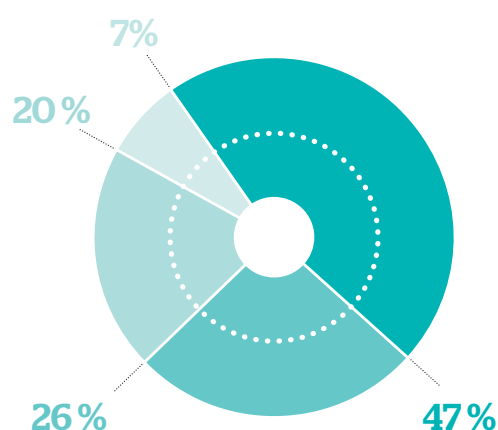
### Sustainability as part of the Group's business strategy

Atos has actively implemented sustainable best practices throughout its own organization and positions sustainability at the core of its business strategy. The Group considers that, as a leading IT services company, it has a key role to play in influencing the ICT market towards more sustainable and environmentally-friendly behaviors.

The Group pursues financial profitability without compromising on its ethical, social or environmental stance: it aims to provide practical solutions that deliver lasting business benefits. In 2010, Atos proved its commitment by joining the United Nations Global Compact, and by participating in the internationally recognized Global Reporting Initiative (GRI), providing hard facts to support its claims. In 2011, Atos was awarded an A+ by the GRI for its sustainability reporting. Atos also entered the FTSE4Good and the ASPI Eurozone® sustainability indexes.

Drawing on its own experience, Atos accompanies its clients on their transformation towards sustainability and helps them optimize their environmental efficiency through innovative and sustainable IT solutions.

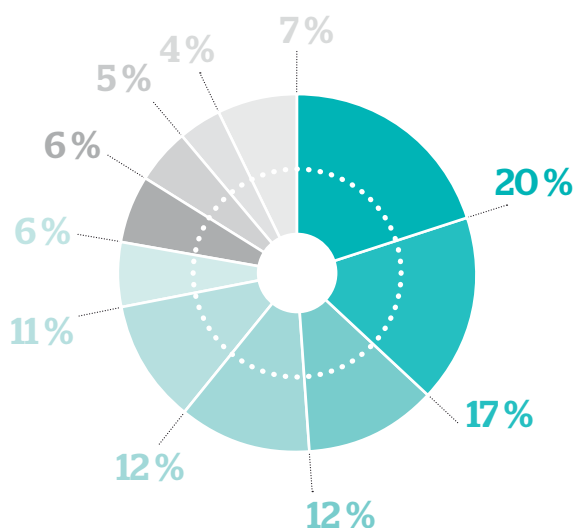
### Breakdown by Service Line (in EUR million)



|                                  | 2011<br>PF 12m | 2011<br>Statutory | 2010<br>CS ER* |
|----------------------------------|----------------|-------------------|----------------|
| Managed Services                 | 3,952          | 2,892             | 2,842          |
| Systems Integration              | 2,241          | 1,771             | 1,806          |
| HTTS & Specialized Businesses    | 1,726          | 1,562             | 1,533          |
| Consulting & Technology Services | 593            | 588               | 608            |
| <b>Group</b>                     | <b>8,511</b>   | <b>6,812</b>      | <b>6,790</b>   |

\* Constant scope and exchange rates

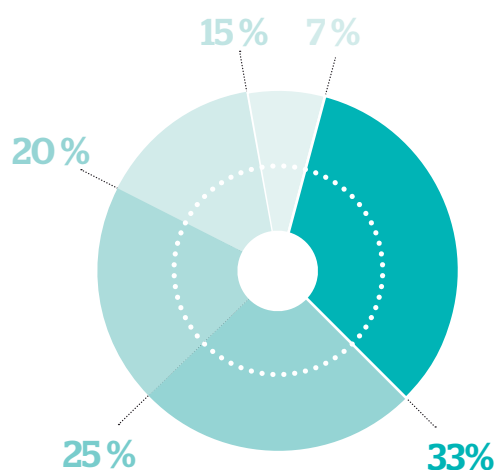
### Breakdown by Global Business Unit (in EUR million)



|                           | 2011<br>PF 12m | 2011<br>Statutory | 2010<br>CS ER |
|---------------------------|----------------|-------------------|---------------|
| Germany                   | 1,703          | 1,100             | 1,054         |
| United Kingdom & Ireland  | 1,461          | 1,195             | 1,146         |
| France                    | 1,000          | 991               | 1,021         |
| Benelux                   | 1,026          | 942               | 1,006         |
| Atos Worldline            | 913            | 913               | 903           |
| Central & Eastern Europe  | 526            | 311               | 283           |
| North America             | 498            | 304               | 276           |
| North & South West Europe | 415            | 224               | 241           |
| Iberia                    | 343            | 314               | 315           |
| Other BUs                 | 626            | 519               | 545           |
| <b>Group</b>              | <b>8,511</b>   | <b>6,812</b>      | <b>6,790</b>  |

\* Constant scope and exchange rates

### Breakdown by Market (in EUR million)



|                                  | 2011<br>PF 12m | 2011<br>Statutory | 2010<br>CS ER |
|----------------------------------|----------------|-------------------|---------------|
| Manufacturing, Retail & Services | 2,855          | 2,130             | 1,982         |
| Public, Health & Transport       | 2,154          | 1,779             | 1,800         |
| Financial Services               | 1,674          | 1,408             | 1,434         |
| Telecoms, Media & Technology     | 1,250          | 959               | 989           |
| Energy & Utilities               | 579            | 537               | 584           |
| <b>Group</b>                     | <b>8,511</b>   | <b>6,812</b>      | <b>6,790</b>  |

\* Constant scope and exchange rates



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# **IT Sector** **Challenges &** **Opportunities**

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**A sustainable response to turbulent times**



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## KEY ACHIEVEMENTS

- The Scientific Community was launched in 2009 to highlight the importance of a proactive approach and the need to identify and anticipate game changing technologies. Composed of 90+ members, all possessing different skills and backgrounds (from science to technology), its aim is to help Atos anticipate and craft its vision regarding upcoming technology disruptions and the new challenges facing our industry. In 2011, the Atos Scientific Community published Journey 2014, a document expressing our vision on the developments in the IT sector in recent and future years. Journey 2014 is available on [www.atos.net](http://www.atos.net).
  - Cloud Computing, Big Data and Social Networks are the three most revolutionary developments which provide both challenges and opportunities in the field of sustainability. Atos has aligned its business strategy with these developments to cater for our clients in these fields.
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## A decade of change

**Our clients are facing unprecedented levels of volatility; a 'perfect storm' of economic, social and environmental turbulence.**

**The current economic crisis has made it necessary for companies to rethink their strategies.**

At the same time, with the emergence of mobile internet and Social Networks, clients expect higher service levels and the availability of different, more direct ways of communication. With an increased focus on reducing their carbon footprint, our clients are looking for ways to innovate and improve while spending less money. Whilst such volatility provides pressing challenges, it also opens up immense opportunities for innovating new ways of creating value whilst optimizing operations.

The concept of 'redesigning for resilience' has evolved in response to this decade of creative destruction and construction, where prevailing business paradigms are questioned and successful organizations transform. Key to redesigning for resilience is IT-enabled transformation. Atos aims to be the trusted business technologist partner of choice to help our clients become Firms of the Future, with sustainable business embedded into the organizational DNA. Core to our approach is a deep understanding of our clients' priority challenges and opportunities, aligned to a rich

breadth and depth of our world-class business technologists and our applied solutions. Sustainable business, put simply, is operating within the limits of the one planet we have. Many of Atos' clients are already metamorphosing their culture, strategy and operations to become fit-for-purpose for the world we now operate in by incorporating economic, social and environmental factors in day-to-day and strategic business decisions. For Atos, sustainability is an important catalyst in redesigning for resilience. Hence, sustainability is not niche; rather, it is core to successful business transformation.

Just as important as ensuring our clients successfully transform into Firms of the Future, is ensuring Atos itself 'walks its own talk', in successfully metamorphosing to a Firm of The Future. Through our Scientific Community - a network of some 90 members, representing a mix of all skills and backgrounds, and coming from wherever we operate - Atos anticipates and crafts its vision regarding upcoming technology disruptions and the new challenges faced by the industry. In 2011, the Scientific Community launched its Journey 2014 document, expressing our views on the developments within IT and the solutions we offer to cater for our clients.

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## Sustainable approaches to market trends in technology

**Atos has classified the drivers of change in the fast-changing IT services market into key trends that are reshaping the industry. These trends can be classified into technology enablers and new application areas.**

- Technology enabling trends shape, improve and influence the way how classical IT is provided and consumed. Among them are Cloud Computing, Globalization and Industrialization of IT, Big Data, as well as Pervasion of IT and Business Process Outsourcing (BPO).
- The other category of trends opens up

completely new application fields that extend the existing range of usage of IT. The most important trends in this area are Social Network Revolution, Mobile Computing & Internet of Things, Green IT, and IT/OT Convergence.

With the further proliferation of IT, partly into completely new areas, data privacy and security issues have become increasingly important. Solving those security topics is a prerequisite for the adoption of most of the trends described here.

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## Cloud Computing: a new way of operating

**For Atos, Cloud Services refer to any service delivered to clients over the Internet on a pay-per-use basis. Cloud Services are a continuum of existing services, classified in four functional layers:**

- Business Process-as-a-Service (BPaaS): e.g. helpdesk, CRM, and card management
- Software-as-a-Service (SaaS): e.g. ERP applications, SalesForce.com and Microsoft Office 365
- Platform-as-a-Service (PaaS): middleware including database and transaction processing platforms, on-demand development environments
- Infrastructure-as-a-Service (IaaS): processing, storage and networking on-demand.

Depending on the domain where the services are offered, one can distinguish different types of Cloud Services:

- Public Cloud: Services are offered to an extremely large set of customers on a shared infrastructure, highly standardized, e.g. Amazon elastic compute services.
- Private Cloud: Services are offered only to a single client or to a controlled set of clients (Community Cloud) based on a Cloud environment, security, service levels and customization can be better addressed.
- Hybrid Cloud: Usually, even a single client will have a mixture of multiple public Cloud, private Cloud and legacy systems, requiring orchestration.

**Cloud Computing offers a number of benefits to the customer:** lower costs for infrastructure and application services, dramatically reduced CAPEX, higher flexibility (pay per use), standardization and improved agility of services. On the other hand, a number of challenges need to be addressed to build trust and confidence in

Cloud Computing: data privacy and security, handling of regulatory compliance, guaranteed service levels, migration and integration of existing applications and data.

**Atos' Cloud constitutes a unique and comprehensive set of services, positioning Atos as European leader in Cloud Computing targeting mainly Private Cloud.** The recent strategic alliance of Atos, EMC Corporation and VMware for open Cloud Computing is an illustration of an innovative partnership to further Atos' ambition to become a leader in this field. Atos plans to create a new company, Canopy, providing a wide range of Cloud Solutions and services designed to speed the delivery and help customers quickly take advantage of the benefits of Cloud Computing. Based on best-of-breed technology from global Cloud Computing industry leaders EMC and VMware, the new offerings will include an open Cloud platform that enables customers to easily and flexibly choose, access and deploy Cloud-based services for their enterprise IT needs. The new strategic Cloud offerings will be based on open standards so clients can always choose their preferred technology, whether to run the solution off- or on-premise and how to mix private, public and hybrid Cloud Solutions to best meet their business needs.

The shift to Cloud Computing offers great opportunities in the field of sustainability too. It dramatically reduces the need for server capacity for clients and enables people to work, no matter when or where, which reduces the need for travel and increases employee flexibility. Homeworking is becoming easier and the improved accessibility of information contributes to a healthier work-life balance.

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## Sustainable solutions for Big Data

**Today's practice in business intelligence systems is to analyze structured data coming from the information systems of an enterprise to better understand performance and underpin business decisions.** While even the data within an enterprise grows tremendously, the amount of global data is exploding even more. According to IDC estimations, global data amounted to 1.8 ZettaBytes (i.e. 1.8 trillion Gigabytes) in 2011, and it is more than doubling every two years. IT storage and processing technology is also growing, but at a far slower pace, so that new ways and methods are required to deal with the growing data.

Atos' overall goal is to exploit the value that lies within the data and to become a "data-driven company", i.e. make use of the information extracted from the data to take meaningful business decisions. This may be in the area of operational and strategic planning or to set directions when targeting new products and services to customers. Some companies of the new economy, like Google, are demonstrating this successfully, and are already defining and introducing Big Data methods. This disruptive way of working is quickly adopted by software and IT services providers, launching offerings for their customers.

**1.8 Zettabytes.**  
**In 2011, global data**  
**amounted to 1,8 trillion**  
**Gigabytes.**

**There are a couple of underlying technologies that are required to process and analyze Big Data, like data mining, analytics, predictive analytics, text analytics.** In order to cope with the huge amount of data in a short time, in-memory computing techniques and optimized hardware / software bundles (so-called appliances) are used. This also allows for real-time reactions on frequent and recent data, e.g. for process automation. Mastering these solutions will be a prerequisite to address the full value of Big Data.

A related area to the Big Data trend is the information flood in the enterprise itself. The amount of digital information in companies doubles every 18-24 months, and, at the same time, more and more value is generated by

information workers who deal with this data in a multitude of changing team settings, workflows and business processes. This pushes a growing demand for managing data and information in the enterprise effectively, and for improving collaboration.

Big Data poses a challenge in the field of sustainability because more server space is continuously needed to store this data. Atos invests in server virtualization and carbon neutral server parks. An example is our carbon neutral server park in Helsinki, in which the heat generated by all servers is used to provide energy to a part of the city. In addition, Atos is committed to ensuring from its side that every Olympic Games will be the greenest ever, by using 10% less physical servers at every Olympic Games.

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## **From Social Computing to Social Business**

**In a world where public and workplace environments are blending but formally remain separate, Atos Social Business solutions are set to bridge the gap between the two with secure offerings that will facilitate people engaging with people.**

Social Computing is about using computers to help connect people in the working environment. However it can also analyze social behavior which is useful for customer references and business intelligence. Atos has identified a need to develop a portfolio of social business solutions looking at handling changing customer behavior. The benefits of this may lie in enhancing efficiency in internal processes but also to create value, say, in product development, by leveraging the potential of Social Networks and communities. Many of our clients have already started using Social Networks, primarily for marketing purposes, but we are now seeing a move towards other business processes, product development, peer-to-peer, employee-to-employee and towards the partner ecosystem and the whole supply chain. In customer services we are also starting to see proliferation of blogs and the use of Twitter, etc.

From a business perspective, this new reality poses a fundamental challenge: letting go in a connected world. This means letting go of old business models and mentalities and exploring and embracing new ways of interacting with customers, and making sense of their changed behavior. Using social platforms will be a key objective for companies coping with changing customer and employee relations in order to figure out

ways to facilitate communication, interaction and derive new sources of value.

Atos is in an ideal position to help its clients determine which products to use with the optimum level of security and hassle-free access and its offerings around Social Computing will enable its clients to fully exploit this new phenomenon.

The use of Social Networks and communities makes it easier to share efforts in the field of sustainability with a broad range of Stakeholders such as partners, clients, suppliers, etc. As such, it enables an increase in Stakeholder Dialogue and transparency of strategy and operations. In times in which doing more for less seems key to corporate success, and where companies are increasingly expected to share their (brand) message with others, the proper use of Social Networks and communities can be a strategic pillar for informing people (both internally and externally). Social media can be an important tool to share the sustainability agenda of companies and request feedback on their sustainability strategy.



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# **Vision** **& Strategy**

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**Embedding sustainability into our strategy**

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## KEY ACHIEVEMENTS

- The acquisition of Siemens IT Solutions and Services has positioned Atos as a European leader of a truly global scale. In order to adapt and implement its strategic goals, Atos pursued three programs, TOP<sup>2</sup>, eXpand and Wellbeing@work.
  - Our 2011 sustainability strategy led to a solid foundation for our Firm of the Future vision, further reductions in our environmental impacts with the launch of carbon neutral hosting services, substantial advancement of Wellbeing@work for our employees, active social engagement and the strengthening of our Stakeholders' Dialogue.
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## IT as enabler for change

**The economic crisis has led our clients to fundamentally and permanently change the way they do business.** We are entering

a decade of change which is likely to be both fast paced and fundamental across all areas and which will impact on the rules of business, the environment, technology, social expectations, and the global socio-economic balance.

A new IT era is beginning: the era of business technology, the age of connectivity, ecosystems and communities with ever greater transparency and accountability. Progressive organizations are beginning to understand that business does not have to be about profit at the expense of others or of the environment. Companies are finding that they need to reinvent their business models to prepare for the post-economic crisis world. Atos operates in a market where significant economic, financial and sociological changes collide. The need for innovation and transformation extends the role of IT to that of accelerator for change. This new IT revolution - which includes Smart Mobility, Internet, Social Networks, Big Data, and Cloud Computing - has opened new opportunities for Atos. Overall, Atos anticipates that market demand is two-fold, based on different drivers in terms of expectations and solutions:

- Foundation IT: This encompasses our role as a trusted partner for our clients to deliver cost-effective IT services that support their operations continuously. Our strategy for growth is to decrease the Total Cost of Ownership of our solutions, through the use of offshore sites, further industrialization, the application of Lean techniques, the virtualization of servers and the migration to the Cloud environment.
- Business-enabling IT: Our role here is to provide IT solutions that help our clients to innovate, go to market quicker, enter new markets and support them to transform to become sustainable Firms of the Future. We do this by reinforcing differentiation, innovation, verticalization, our industry expertise and rolling out our High Tech Transactional Services (HTTS) wherever we can.

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## Strategic responses

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**main streams of action:  
TOP<sup>2</sup>, eXpand and  
Wellbeing@work.**

**Atos aims to achieve by 2013 a revenue of approximately between EUR 9 to 10 billion with a profitability of between 7 to 8%, increasing by 50% the Earning Per Share (EPS) compared to 2010.**

**To reach this, we will roll out our Strategy based on four components:**

- an overall regional strategy to consolidate our European leadership position, leveraging scale, culture and intimacy, while developing in fast-growing economies, with (where needed) establishing partnerships;

- an overall client strategy to mostly address large enterprises and organizations (including to better address large opportunities for the creation of our global Strategic Sales Engagements (SSE) team), but to be very selective when it comes to mid-market enterprises, and Business to Consumer;
- an overall go-to-market strategy, which consists in developing five groups of selected industries (our markets, driven globally), providing them with a comprehensive portfolio and set

of services, structured along four global service lines. Cloud Computing is of utmost importance in our go-to-market strategy;

- the leverage of our Siemens partnership, with a joint go-to-market strategy, a joint Research & Development program, a joint portfolio, etc.

**In order to also deal with the current economic crisis and leverage Atos' new leadership position in the European market, Atos pursues three main streams of action: TOP<sup>2</sup>, eXpand, and Wellbeing@work.**

- TOP<sup>2</sup> mainly focuses on cost optimization, lean management and offshore data centers in order to align our two former companies (Atos Origin and Siemens IT Solutions and Services) and make them operate as efficiently as possible.
- The Wellbeing@work initiative was launched in 2010 by Thierry Breton, with the ambition to attract the best talents, encourage personal development, increase managerial commitment and motivation among staff, as well as enhance integration with our 'One Company' philosophy.
- The eXpand program was launched in September 2011 with the mission

to achieve "best-in-class" sales practices by 2013 and support Atos' ambition with revenue growth as of 2013. The program is entirely focused on increasing order entry by addressing what we sell, how we sell and how we support sales. In order to achieve this, 10 initiatives have been launched, ranging from portfolio positioning and product-market strategy to sales performance management and talent management.

**Internally, our core strategy focuses on the following main points:**

- Using the merger with Siemens IT Solutions and Services to establish Atos as an IT leader
- Choosing the best location/relocation for activities (offshore, nearshore, "province" shore, etc.), with a collaborative approach
- Advancing wellbeing at work and contributing to the improvement of working conditions
- Reducing the risks of loss or disclosure of data/intellectual property/confidentiality (technical problem, fraud, trickery, employee corruption, etc.).

**Atos' ambition is to be recognized as a European Leader in IT for Sustainability**

**15%**

**saving of CO<sub>2</sub> emissions by 2020 could be achieved by better use of ICT.**

**Atos' sustainability vision and strategy focuses on ensuring our own culture, operations and client solutions transform towards those of a Firm of The Future - to be business-fit for purpose for the world we now live in.** This transformation incorporates two sides of the same coin: operational excellence & value creation. Through our operations and work ethic we seek to exceed international regulations where possible, whilst driving sustainability into the heart of our operations and improving the wellbeing of our stakeholder community. Through our solutions and client engagement we seek to push the boundaries through innovative, yet tried and tested, solutions to help our clients on their IT-enabled transformation journey to become Firms of The Future.

Over the next ten years, the successful businesses will be those that embrace sustainability. Today, the focus of the sustainable agenda has shifted towards responsible growth and a business strategy for the long-term. This new approach recognizes sustainable business as good economics which means that sustainability needs to become part of a company's core business, embedded in its processes, running through its culture and directing every activity.

Many organizations are already linking sustainability with operational excellence and actively seeking opportunities for cost savings and increased efficiency. This has led to pressure on the IT industry to develop technologies that support both profit and sustainability by controlling costs, improving performance and cutting environmental impact, something which is only likely to increase.

We believe that bringing together people, technology and business is the way forward. Every day we power sustainable progress for our clients and partners, the wider community and ourselves. It is our unique approach as business technologists that makes this possible.

In 2009, it was estimated that better use of ICT could actually save up to 15% of CO<sub>2</sub> emissions by 2020, which translates into 600 billion euros in energy cost savings (The Climate Group).

Besides, living in a world where new technologies will further dominate the way we work will mean that the years ahead are likely to be a pivotal point in terms of what we understand to be the 'workplace' today. The top working talents' demands are changing. More flexible options such as job sharing, childcare and a boom in individual



entrepreneurship will be partnered with a lower reliance on geographic location, increased collaboration and a higher level of technical competence across the board.

Atos' ambition is to be recognized as a European IT champion with global reach, providing innovative IT solutions to help its

clients become more sustainable. Atos wants to become 'best-in-class', not only for its own operations but also in the way it serves its clients. By embedding sustainability in our own company as part of our DNA, we automatically ensure that it is similarly embedded in all the propositions we make to our clients.

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## Corporate Responsibility at the core of new Atos' business and processes

**In 2011, the main challenge has been to integrate former Siemens IT Solutions people and practices in the Atos Corporate Responsibility Program bringing together a higher spectrum of best practices and initiatives that strengthen our global ambition to be recognized as a global sustainability player.**

By making sustainability part of our business and transformation process, Atos believes that we can future-proof our organization, create new opportunities, encourage innovation and ensure competitive advantage. This implies implementing actions to reduce carbon emissions, energy and waste that form a natural and effective part of our strategy: from sustainable business models that are collaborative, open, resilient and flexible to sustainable operational excellence ensuring cost reduction, compliance and value creation through new ways of working and smart innovations.

**Our Corporate Responsibility strategy is based on three tactical axes:**

1. Consolidate and increase positions in recognized sustainable rankings such as GRI, Great Place to Work and sustainability ratings such as DJSI, FTSE4Good.
2. Embed sustainability in the company's DNA through Corporate Values, Operational Excellence, Social Responsibility and Business Development.
3. Strengthen Stakeholder Dialogue in order to endorse strategic challenges for the company as well as key performance indicators that will measure and publicly report the advancements of the Atos Sustainability Program.

Atos' Corporate Responsibility program is overseen by Atos' Executive Vice President General Secretary, Philippe Mareine, reporting directly to the Chief Executive Officer, Thierry Breton.

All Corporate Responsibility strategic decisions, investments and partnerships are presented and discussed on a regular basis at the Atos Executive Committee level.

Progressive organizations understand that business does not have to be about profit at the expense of others or of the environment and society at large.

What are essential criteria  
for a Corporate  
Responsibility program?

What are our main  
challenges?

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# Stakeholder Dialogue

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**Opening a dialogue to create a more sustainable environment  
for our employees, partners and the community as a whole**



## KEY ACHIEVEMENTS

- The Kick off Stakeholder Dialogue meeting took place in November 2011 in London.
- Stakeholder survey provides valuable insights for improvement.
- Partnership with SAP drives transparent reporting for Atos and our clients.
- Client engagements highlight growing importance of embedding sustainability in all business processes.
- Employee dialogue and idea generation are encouraged.
- 2011 material assessment enriching corporate challenges and relevant indicators to better manage and communicate our stakeholders' expectations.

## Strengthening Stakeholder Dialogue



**To ensure our Corporate Responsibility strategy meets the expectations of our valuable stakeholders (employees, clients, partners, suppliers and shareholders) and to accelerate our progress, regular meetings and discussions are organized to share our views and discuss the different activities of the company.** The aim is to work together and by doing so create a more sustainable environment for ourselves, our partners and the community as a whole.

Over the last few years our engagement with stakeholders took place randomly and through many different, and often local, initiatives. The launch of the new Atos in July 2011 stressed the importance of a strong and structured Stakeholder Dialogue to:

- Take into account stakeholders' expectations and respond in a timely manner
- Identify, develop and track innovative value propositions, exploiting emerging technologies and markets and target business value beyond mere technology benefits
- Understand and anticipate legislation, social and environmental issues in order to capitalize and incorporate these into our Firm of the Future transformation concept
- Structure and update regularly our Corporate Responsibility commitments and achievements.

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## First Stakeholder Dialogue meeting in London

To kick off the development of a structured program, an initial Stakeholder Dialogue meeting took place in November 2011 at our Olympic technology center in London. A selected international group of partners, NGOs and suppliers took part in our discussions to create a clear stakeholder governance and action plan for 2012. At this full day working session we invited our guests to challenge our Corporate Responsibility strategy and activities and to share their best practices. Through open

discussions we shared expectations and ideas in order to engage in a mutually beneficial collaboration.

The meeting was successful in helping to establish the baseline for an organized and constructive Stakeholder Dialogue program for 2012.

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## Clients

### Atos organizes regular meetings with clients to share our sustainability vision and activities and discuss where we can cooperate to have greater impact together.

In October 2011, the Atos Ascent event took place where 200 of our top clients were invited for a two-day workshop in Berlin. Ascent 2011 was dedicated to organizations' power to make a difference - to shape the "New Reality" that has emerged in business. Together we build a vision for the future that can be used to shape our guests' business ecosystem, redefine the architecture of that ecosystem and consider the impact each business has on the people and places around it. Charles Dehelly, Senior Executive Vice President, Global Operations, presented our IT sustainability offerings at this client meeting. Sustainability and the working environment were key topics at this event and other speakers included:

**Faith Popcorn:** Futurist, author and CEO of BrainReserve; on Predictions for the New Reality.

**Kjell A. Nordström:** Economist and author; on the 2020 Workplace

**Esther Dyson:** Author, entrepreneur and spaceflight cadet; on A New Design for Living in the Digital Age.

**Janine Benyus:** Author, innovation consultant, co-founder Biomimicry Guild; on The Firm of the Future: Business Inspired by Nature.

**Morten T. Hansen:** Professor at INSEAD and at the University of California, Berkeley; on Great Stars: How Companies Succeed in a Disruptive World.

Furthermore, Atos participated as official partner of Les Ateliers de la Terre (Planet Workshops), an international event that took place in Evian, France in October 2011 and is an international platform for combatting climate change.

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## TESTIMONIAL

### Planet Workshops where good ethics meet good business

**There's a spot where good ethics meet good business. And Atos, as a world leading IT company, can—and should—be sitting at the nexus.**

**Eric Bazin,** Co-founder of Planet Workshops

### When Sustainability Goes Mainstream

"Sooner rather than later, someone – a customer or a government agency – is going to want to know what you're doing to comply with, support or advance your company's efforts to become more environmentally responsible. This demand will not stem merely from an altruistic desire to behave responsibly (although that's a fine reason); rather, corporate sustainability has become a cost of doing business. Global regulations that put limits on toxic chemicals and emissions now reach from the manufacturing floor into the data center. And having an understanding

of and an appreciation for one's effect on the environment increasingly is proving to be good for the bottom line. There's a direct correlation between good environmental practices and sound overall management. Good corporate citizenship can help companies build the skills and infrastructures they need to cope in turbulent times (resilience), as well as improve efficiency.

The Planet Workshops, as a think-and-do tank, support Atos in implementing sustainability issues and opportunities into its DNA and learns from Atos Sustainable

vision and behavior as a way to merge business and sustainability. IT is at the crossroads of business efficiency, ecology friendship and social (corporate and external) benefits. Using more efficient cooling systems, or simply sealing holes in your data center's floor, can reduce energy consumption and, ultimately, greenhouse gas emissions. Your company benefits by lowering its energy costs, and the planet benefits too. Atos has foreseen that IT's contribution to corporate sustainability doesn't stop at the data center door. New and anticipated environmental regulations are prompting companies to reexamine everything from their business processes to their product lines. Companies are beginning to pay more attention not only to what goes into their products but how those products are made. And whether

they're tracking systems for monitoring plant emissions, using databases to analyze material use or implementing operational controls, they need IT to do it. Atos has an advantage as the company has already made environmentally sound practices a priority. The Planet Workshops have the firm belief that IT innovation and especially Cloud Computing is a tremendous step towards environmental issues and social gains too. Building a common knowledge and processes to foster this belief is an exciting shared challenge."

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## Customer Satisfaction [PR5]

**In 2011 Atos conducted Customer Satisfaction surveys at country level, and for its major clients such as Siemens.** The annual, strategic measurement of the satisfaction of our customers is very important to Atos. It gives, among others, an insight into the perception of our customers and an opportunity to define specific measures. The goal is to improve our services and retain our customers.

Both in Atos Origin and Siemens IT Solutions and Services, Customer Satisfaction Management was considered an important pillar in managing client relationships and ensuring customer retention. Today, Atos aims to enable a multi-dimensional view on customers by consistently approaching 3 levels of Client Satisfaction practices (strategic, tactical and operational) and ensuring action is effectively taken to improve satisfaction.

In 2011, approximately 200 interviews were conducted with the top level management of our clients by mostly country-specific strategic surveys. To ensure full comparability and to increase efficiency, the different approaches were aligned during the integration phase.

Early 2012 a worldwide program was launched to globally drive a harmonized Strategic Customer Satisfaction Management approach based on 12 key questions, measuring degrees of satisfaction and importance on a 10 level scale. It allows client satisfaction to be measured comparably at CxO level in all countries and to define efficient actions at the client, global business unit and corporate levels.

The goal is to systematically optimize client satisfaction and subsequently increase client retention and renewal rates.

Under the governance of the eXpand program, more than 500 CxOs, representing approximately 80% of Atos' external revenue will be interviewed in personal meetings in 2012. The process is supported by Atos' Executive Committee members, who will themselves conduct a significant share of the interviews. To measure results, Atos is using its own solution that has been successfully sold to the external market.

The planning of actions based on the client feedbacks is a mandatory key element of the new, optimized Account Planning systematic.

## Customer Satisfaction Average [PR5] – on a scale from 1 to 5



## Partners & suppliers

Atos aims to work closely with partners and suppliers to help accelerate sustainable progress. The Stakeholder Workshop in London in November 2011 was the first step to build a closer relationship and start defining joint activities that will support both parties to progress on sustainability objectives. Partners and suppliers included Ecovadis, SAP, United Nations Volunteers, members of the International Paralympic Committee, AOS Studley, O2 France, ISS World, Planet Workshops, The Carbon Neutral Company, Green Grid, CA Technologies, Carbon Disclosure Project, and the GRI. This will be further developed and implemented in 2012.

### A partnership with SAP to accelerate our sustainability strategy

In November 2011, Atos announced that it would rely on the SAP® Business Objects' Sustainability Performance Management

application to help achieve its sustainability goals. The solution will help Atos gather data from across the company regarding its sustainability performance, providing insight into how well the company is faring against those goals. Atos also offers services for Sustainability Solutions from SAP to customers worldwide. An extensive pilot is now taking place. We plan to go live with the application in Q4 2012, rolling out reporting to sites across 48 countries. This project will strengthen a key ethos of Atos' corporate responsibility program: to be an example to, and enabler of, innovative sustainability solutions by showing how companies can use IT to accelerate the results of sustainability programs.

SAP awarded the Dutch organization the Special Expertise Partner for Sustainability, recognizing Atos for its knowledge and expertise of SAP solutions for sustainable business.

## Employees [LA 12]

Employees are one of our key stakeholders and play a vital role in developing and implementing our sustainability strategy. Open and transparent dialogue is key to ensure that our strategy and activities are understood and embraced, and there is room for discussion and sharing ideas in order to progress. This was particularly the case in 2011 where there was a clear focus on a smooth integration of the former Atos Origin and Siemens IT Solutions and Services.

Atos organizes regular meetings and communications between management

and employees, both on a global and local level and provides easy access to top management. In 2011, we organized Roadshows in all our major locations, where top management visited local sites to provide information on the way ahead and employees had the opportunity to ask questions and share their views. As part of the Wellbeing@work program, an initiative developed by Atos to listen to employees and to exchange opinions and ideas about the company is the CEO breakfast event, where employees and new recruits can ask questions directly to their CEO or

# 30,000

people were asked to participate in Great Place to Work surveys in 2011.

management team. In addition, a lot of informal occasions take place within Atos which give the possibility for management to meet employees at local social events, cocktail evenings, New Years' greetings and many more occasions.

More formally, the European Work Council (EWC) is well established and allows Atos management to share strategy, changes and concerns with employees' representatives at European level. Several face-to-face meetings took place during 2011. CSR activities are part of the topics discussed on a regular basis and continuous communication has been maintained between top management and EWC throughout the year.

Atos values personal development and ensures an open dialogue between manager and employee through the Atos Performance Management process. Objective-setting, mid-year review and annual appraisals are conducted through an open face-to-face discussion between the appraiser and the employee. Employees are expected to share their thoughts and ideas on how to further their ambitions and aspirations in order to make the discussion as productive as possible, and to express their opinions on the decisions made concerning themselves. They are also encouraged to establish an individual development plan and to communicate it to their manager [LA12].

### Employee awareness of Atos Sustainability program

In 2011 Atos increased awareness amongst its sales force through dedicated sales training of the sustainability solutions portfolio. More than 150 sales managers attended 5 webinars. Employees are informed on a regular basis via the intranet portal Source. Furthermore an e-learning module, rolled out in the UK and the Netherlands in 2010, has been finalized and is ready for global launch early 2012.

There are many local initiatives to engage employees and encourage them to make a difference. In Atos Netherlands a Sustainability Week encouraged employees to reduce paper waste and energy usage, stimulate a healthy work/life balance and benefit from free shoulder/neck massages at their office locations. Plans are underway for 2012 to establish a local sustainability council in which 10 young talents take part to develop new and innovative ways to reduce our impact on the environment. Furthermore there are several global guidelines such as clean desk policy, "think before you print" and email etiquette to help reduce waste.

### Great Place to Work independent survey

As part of the Wellbeing@work transformation program, Atos has the ambition to enter the Great Place to Work challenge for all countries. The aim is to be recognized as a best place to work, as well as to measure the impact of the Wellbeing@work initiatives on our employees and determine the areas that need further improvement. In 2011 several countries entered the challenge and more will follow in 2012 (see Chapter 'Building a great place to work' for more details).

Atos APAC was awarded 2<sup>nd</sup> prize in Asia.

### Best Employer Brand Awards 2011.

Atos was awarded the trophy 'Objectif mieux vivre en Entreprise' in December 2011. This trophy was awarded in recognition of Atos' Wellbeing@work program which was credited for anticipating and transforming change into a competitive advantage, placing its people at the heart of the transformation of the company and using innovative technologies for new ways of working. Other key elements recognized in respect of this program were the firm focus on employee recognition and the stimulation of social dialogue by engaging the new generation of employees.



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## Shareholders & investors

Atos' Corporate Responsibility report 2010, including full details on Atos Origin's activities, commitment and achievements, was presented and distributed to the Board of Directors and to the Group's shareholders at the Annual General Meeting (AGM) that was held in May 2011.

The Report was made available primarily online on the Group's corporate website for easy access and review by the Group's stakeholders. The report was also easily accessible for investors (both in pdf and online versions) directly from the Investors' section of the company's website.

In 2011, Atos conducted briefings with analysts in order to explain the Group's Corporate Responsibility strategy, commitment and 2010 achievements.

### Sharing our vision to raise awareness

Atos communicates regularly with its stakeholders in order to raise awareness about sustainability challenges and opportunities and how Atos responds to them. The Atos Scientific Community has been established to help anticipate and craft its vision regarding upcoming technology disruptions and the new challenges facing the industry. As already mentioned, in 2011 Atos created Vision 2014 in which it shares

its views on future developments in several areas. The Firm of the Future brochure highlights our approach to a sustainable, open and collaborative way of working necessary to thrive in a fast changing world.

### Materiality assessment: Identifying challenges, establishing priorities, measuring performance

In 2011, the Group assessed for the second time a formal materiality process of social and environmental key performance indicators in order to review and endorse essential challenges that the market and main stakeholders consider are essential for Atos to manage and communicate in its Corporate Responsibility report.

### Stakeholder survey

As part of the process, a questionnaire was sent to a selected group of stakeholders to share the challenges, and match them with their expectations and order of importance.

The key findings from the stakeholder questionnaire included::

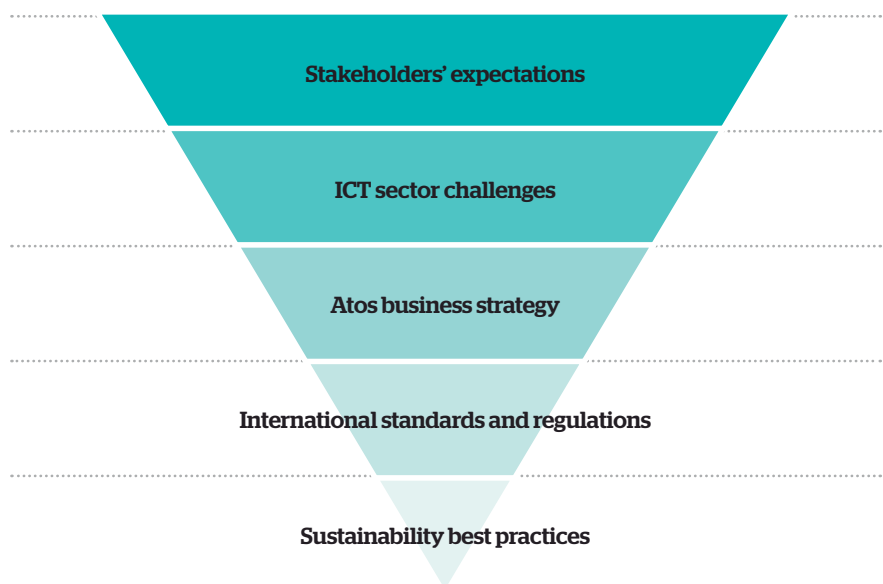
- 75% agreed Atos has progressed regarding Corporate Responsibility, and additionally, 25% strongly agreed with this statement.
- Environmental and social criteria are

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## Materiality process for social and environmental key performance indicators

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### Materiality process



### Challenges and relevant indicators

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# 100%

of stakeholders surveyed believe Atos has made advances with its Corporate Responsibility Program.

considered as the first two essential criteria to evaluate Atos' Corporate Responsibility (CR) program. According to the stakeholders, the most relevant criterion to evaluate Atos' CR organization and implication is the existence of a Corporate Social Responsibility (CSR) office. The inclusion of innovative IT solutions regarding CR in the customers' approach is the second main criteria identified.

- Engagement on quantitative objectives was seen as relevant criterion to evaluate Atos' CR strategy.
- The implementation of a CR strategy enables a company essentially to gain a competitive advantage and innovation. The other main benefits that follow from this were identified by stakeholders as the improvement of the risk management, the gain in stakeholders' trust and business development.
- Customers are unanimously identified as the main stakeholders for Atos, followed closely by employees. Investors and partners are also considered as important stakeholders regarding Atos' activity, but to a lesser extent.
- According to the sample of stakeholders questioned, the main key challenges of Atos are, by order of importance, to:
  - contribute to the customers' greenhouse gas (GHG) emissions decrease;
  - improve the energy efficiency and the cooling system of data centers;
  - participate in the well-being of the society (health, educational, transport systems, "smart cities", etc.);

- manage as best as possible benches, turnover and Wellbeing@work.
- Furthermore, two social challenges and two business development challenges were considered important regarding Atos' activity:
  - encouraging a policy of diversity (women, disabled, nationalities, etc.);
  - local employment creation, education and culture development in communities where the company operates;
  - developing partnerships with expert players to enable development of new IT solutions;
  - taking on the leadership on IT for sustainability.

## 12 challenges for Atos Corporate Responsibility program

A total of twelve challenges across four main categories were identified and prioritized according to their impacts on stakeholders and their likelihood to happen. In comparison with the previous assessments, two challenges were highlighted:

First position: Manage as best as possible the merger with Siemens IT Solutions and Services, and establish Atos as a leader.

Entering the list: Improve productivity at work and promote a new way of working based on collaborative technologies and which is consistent with Atos' ambition to be a Zero email Company™ by 2013.

## Materiality analysis



## Key Corporate Responsibility – business challenges description

|    |                                                                                                                                                       |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Manage as best as possible the merger with Siemens IT Solutions and Services, and establish Atos as an IT leader                                      |
| 2  | Choose the best location/relocation for activities (offshore, nearshore, «province» shore, etc.), with a collaborative approach                       |
| 3  | Manage as best as possible absenteeism, turnover, Wellbeing@work, and contribute to the improvement of work conditions                                |
| 4  | Reduce the risks of loss or disclosure of data/intellectual property/confidentiality (technical problem, fraud, trickery, employees corruption, etc.) |
| 5  | Reduce the environmental impacts of datacenters, facilities, offices and transportations to strive for carbon neutrality                              |
| 6  | Be an attractive company for talented candidates and encourage a policy of diversity (women, disabled, nationalities, etc.)                           |
| 7  | Improve the financial transactions system securization                                                                                                |
| 8  | Ensure the positioning regarding Cloud Computing, and further develop innovative services/products such as Social Networks                            |
| 9  | Contribute to the development of emerging countries (know-how, TIC, etc.) and support them in these changes (trainings, etc.)                         |
| 10 | Participate to the well-being of the society (health, educational, transport systems, «smart cities», etc.)                                           |
| 11 | Contribute to the customers' GHG emissions decrease                                                                                                   |
| 12 | Improve productivity at work and promote a new way of working based on collaborative technologies (Zero email™ Program)                               |

## Relevant Key Performance Indicators 2011

| Atos Challenges                                                                                                                 | Categories                                 | Relevant KPIs                                                                                                                                                                | Link with GRI        |
|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| Manage as best as possible the merger with Siemens IT Solutions and Services, and establish Atos as an IT leader                | Social responsibility and people wellbeing | Top management commitment with employees                                                                                                                                     | <a href="#">AO12</a> |
|                                                                                                                                 |                                            | Atos culture and values awareness                                                                                                                                            | <a href="#">AO13</a> |
| Choose the best location/relocation for activities (offshore, nearshore, "province" shore, etc.), with a collaborative approach | Social responsibility and people wellbeing | Organizational workforce per headcount                                                                                                                                       | <a href="#">LA1</a>  |
| Manage as best as possible absenteeism, turnover, Wellbeing@work, and contribute to the improvement of work conditions          | Social responsibility and people wellbeing | Number of employees by geographical localisation                                                                                                                             | <a href="#">LA1</a>  |
|                                                                                                                                 |                                            | Number and percentage of employees having left the company                                                                                                                   | <a href="#">LA2</a>  |
|                                                                                                                                 |                                            | Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.                                              | <a href="#">LA5</a>  |
|                                                                                                                                 |                                            | Absenteeism rate                                                                                                                                                             | <a href="#">LA7</a>  |
|                                                                                                                                 |                                            | Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases | <a href="#">LA8</a>  |
|                                                                                                                                 |                                            | Number of trainings hours per employee & per year                                                                                                                            | <a href="#">LA10</a> |
|                                                                                                                                 |                                            | Percentage of employees benefiting from annual performance review                                                                                                            | <a href="#">LA12</a> |
|                                                                                                                                 |                                            | Percentage of people in inter-contracts                                                                                                                                      | <a href="#">AO1</a>  |
|                                                                                                                                 |                                            | Results of surveys measuring employee satisfaction                                                                                                                           | <a href="#">AO2</a>  |



| Atos Challenges                                                                                                                                          | Categories                                          | Relevant KPIs                                                                                                                                         | Link with GRI       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Reduce the risks of loss or disclosure of data/ intellectual property/confidentiality (technical problem, fraud, trickery, employees corruption, etc...) | Governance, ethics and compliance                   | Number of consumers complaints regarding loss of private data                                                                                         | PR8                 |
|                                                                                                                                                          |                                                     | Number of penalties for loss of private customer data                                                                                                 | SO8                 |
|                                                                                                                                                          |                                                     | % of target group trained in Code of Ethics                                                                                                           | SO3                 |
| Reduce the environmental impacts of datacenters, facilities, offices and transportation to strive for carbon neutrality                                  | Environmental commitment and operational excellence | Gas & Fuel consumption for datacenters                                                                                                                | EN3                 |
|                                                                                                                                                          |                                                     | Energy consumption for datacenters                                                                                                                    | EN3, EN4            |
|                                                                                                                                                          |                                                     | Energy saved due to energy efficiency                                                                                                                 | EN5, EN6, EN7, EN18 |
|                                                                                                                                                          |                                                     | Number of initiatives/projects to improve energy efficiency and the cooling system of datacenters                                                     | EN6                 |
|                                                                                                                                                          |                                                     | Direct & indirect GHG emissions                                                                                                                       | EN16                |
|                                                                                                                                                          |                                                     | Cooling fluids (HFC, HCFC) emissions                                                                                                                  | EN19                |
|                                                                                                                                                          |                                                     | Office paper used                                                                                                                                     | EN1                 |
|                                                                                                                                                          |                                                     |                                                                                                                                                       |                     |
| Be an attractive company for talented candidates and encourage a policy of diversity (women, disabled, nationalities, etc.)                              | Social responsibility and people wellbeing          | List of advantages for permanent employees                                                                                                            | LA3                 |
|                                                                                                                                                          |                                                     | Percentage of employees covered by a collective agreement                                                                                             | LA4                 |
|                                                                                                                                                          |                                                     | Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings | LA11                |
|                                                                                                                                                          |                                                     | Diversity indicators: percentage of disabled people, of women in the management, etc in recruitment process, promotions and overall working life      | LA13 - AO6          |
|                                                                                                                                                          |                                                     | Ratio of basic salary of men to women by employee category.                                                                                           | LA14                |
|                                                                                                                                                          |                                                     | Number of people recruited locally                                                                                                                    | EC7                 |
| Improve the financial transactions system securisation                                                                                                   | Governance, ethics and compliance                   | Ratio between the local minimum salary and the company salary                                                                                         | EC5                 |
|                                                                                                                                                          |                                                     | % of security incidents for financial payment systems platforms with associated root cause analysis                                                   | AO3                 |
| Ensure the positioning regarding Cloud Computing, and further develop innovative services/products such social Networks                                  | Business Development                                | % of employees attending security awareness trainings                                                                                                 | AO3                 |
|                                                                                                                                                          |                                                     | Number of initiatives regarding Cloud Computing development                                                                                           | AO4                 |
|                                                                                                                                                          |                                                     | Customer satisfaction survey                                                                                                                          | PR5                 |
| Contribute to the development of emerging countries (know-how, TIC, etc...) and support them in these changes (trainings, etc...)                        | Social responsibility and people wellbeing          | Financial assistance from governments                                                                                                                 | EC4                 |
|                                                                                                                                                          |                                                     | Funding for social communities                                                                                                                        | EC1                 |
|                                                                                                                                                          |                                                     | Percentage of local employees                                                                                                                         | EC7                 |
|                                                                                                                                                          |                                                     | Number of IT projects/initiatives implemented for local communities                                                                                   | EC8                 |
|                                                                                                                                                          |                                                     | Number of sustainable projects with clients                                                                                                           | AO7                 |
|                                                                                                                                                          |                                                     | Percentage of spend with local suppliers                                                                                                              | EC6                 |
| Participate to the wellbeing of the society (Health, educational, transport systems, «smart cities», etc.)                                               | Business Development                                | Responsible supplier screening                                                                                                                        | HR2                 |
|                                                                                                                                                          |                                                     | Number of initiatives/projects related to improvements of health system                                                                               | AO5                 |
|                                                                                                                                                          |                                                     | Number of initiatives/projects related to improvements of educational system                                                                          | AO5                 |
| Contribute to the customers' GHG emissions decrease                                                                                                      | Business Development                                | Number of initiatives/projects related to green transport development                                                                                 | AO5                 |
|                                                                                                                                                          |                                                     | Number of initiatives/projects related to a decrease of customers' GHG emissions                                                                      | EN26 - AO7          |
| Improve productivity at work and promote a new way of working based on collaborative technologies (Zero email™ Program)                                  | Social responsibility and people wellbeing          | GHG emissions reduction obtained at customer company level                                                                                            | EN26 - AO7          |
|                                                                                                                                                          |                                                     | Number of initiatives to improve work conditions                                                                                                      | AO9                 |
|                                                                                                                                                          |                                                     | Number of initiatives linked to collaborative technologies                                                                                            | AO11                |



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# **Our Sustainable Journey**

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**Leadership in IT for sustainability**

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## KEY ACHIEVEMENTS

- Atos' ambition is to be recognized as a world leader in providing innovative IT solutions to help its clients become more sustainable.
  - Atos wants to become 'best in class', not only for its own operations but also in the way it serves its clients. By embedding sustainability in our own company as part of the Group's DNA, we automatically ensure that it is similarly embedded in all the propositions we make to our clients.
- 

## Our Mission: the pursuit of financial profitability with a conscious environmental and social impact.

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### Five high level commitments

The Group has established five high level commitments to drive the whole Corporate Responsibility program that serve as focal goals to guide international approach, implementations and advancements of the company worldwide.

- To improve corporate performance and public reporting in accordance with international best practices and operate in compliance with sustainable sector standards, anticipating new European regulations.
- To invest in and develop the Wellbeing@ work of our people and the contribution to local communities. Be a responsible employer. In this respect, Atos is totally committed to the strategic goal of becoming a 'great place to work' through

the development of new ways of working, collaborative tools and high-trust workplace cultures.

- To reduce global corporate footprint and establish green policies that will foster operational performance.
- To support our clients on their journey towards environmental excellence, with innovating solutions and a differentiator portfolio.
- To continuously undertake proactive dialogue with our main stakeholders to understand and give response to their expectations.

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### Achievements 2011

By placing sustainability at the core of our corporate strategy, Atos has been able to build on a sound foundation and expand its activities and achievements in this area, many of which have already been highlighted throughout this Report. Significant achievements so far include:

- **Global Reporting standards recognition.**  
In May 2011, Atos published its second Corporate Responsibility report in line with the Global Reporting Initiatives (GRI) guidelines and was rated Level A+ by the GRI. In addition, Atos has been supporting GRI as Organizational Stakeholder since 2009 to show full commitment with recognized best sustainability reporting practices in the market.
- **Member of the UN strategic business club.**  
In July 2011, Atos confirmed its adherence to the United Nations' Global Compact, thus demonstrating once again its commitment to operating under universally recognized responsible business principles.

- **International sustainable rating Indexes.**

In 2011, Atos entered two new market investor ratings' lists, the FTSE4GOOD and the ASPI Eurozone® indices in recognition of our leading environmental and social practices.

- ASPI Eurozone® index is composed of the 120 top-rated companies in the Eurozone, based on a corporate responsibility 'best-in-class' approach.
- FTSE4Good ESG Ratings have been designed to objectively measure the ESG (Environmental, Social and Governance) risk and performance of companies worldwide. Supersector-relative ratings across six ESG themes track over 2,300 public companies, making FTSE4Good ESG Ratings a valuable tool for investors who wish to incorporate ESG factors into their investment decision making processes, or as a framework for corporate engagement and stewardship.
- **Carbon Disclosure Project.** In 2011 and for the 4<sup>th</sup> year, Atos has reported its Corporate

**Atos Campus in Bezons, France: first office building in France to obtain a triple set of environmental certifications.**

**Atos Campus in Essen, Germany receives the Silver Certificate of the German Sustainable Building Council.**

Footprint to Carbon Disclosure Project following GHG international protocol.

- **Green Grid Forum.** Since 2008, Atos has been a member of the Green Grid IT sector association contributing to high tech research studies, such as the Data Centers Energy Efficiency published in 2011.

- **Worldwide collaboration with SAP on Intelligent Sustainability solutions.** In 2011, Atos launched the implementation of Atos SAP Sustainability Performance Management application to help achieve the Group sustainability goals. This project's strength enables the key ethos of Atos' Corporate Responsibility program: to be an exemplar and enabler of innovative sustainability solutions by showing how companies can use IT to accelerate the results of sustainability programs.

- **First Stakeholder Dialogue workshop in London.** As already mentioned, in 2011, Atos held its first Stakeholders Workshop with 15 partners participating. The aim of this workshop was to establish a dialogue and discussion on Atos' sustainability strategy, the impact on the wider community and how to engage stakeholders, in order to improve and expand joint activities and strengthen valuable collaborations.

- **Global Diversity Program.** In 2011, the Group defined a global Diversity and Equality Program aiming to address significant targets for the company and develop an implementation plan globally.

- **First IT Challenge contest.** In 2011, Atos launched the first edition of the Atos IT Challenge. The objective of this contest is to promote and encourage innovation in an open environment amongst 'best-in-class' Universities and students as well as support young innovators in taking their ideas forward. The topic of the challenge is Smart Mobility, and the winning idea will be selected in May 2012.

- **A new headquarters meeting high-quality environmental standards.** The new Atos Campus in Bezons, France is the first office building in France to obtain the triple certification HQE Construction (High Environmental Quality for building), THPE (Very High Energy Performance), and HQE for Operation. Our campus in Pune, India, has a Gold standard ranking for the buildings and Platinum for its interior.

- **The new Atos Campus in Essen, Germany.** The Campus received the Silver Certificate

of the German Sustainable Building Council rating the ecological, economic, sociocultural, functional, technical, process and site quality of the building.

- **The first international IT Group offering Carbon Neutral hosting services.** In 2010, Atos decided to offset all of its data centers' carbon emissions. The project selected is a wind power project located in India. The Group engaged with the Carbon-Neutral Company at the beginning of 2011. We have now extended this offsetting policy to the ex-Siemens data centers so that the full Atos scope is covered: more information on this is provided in the Chapter 'Environmental Commitment' of this report.

- **Ethics in business.** In line with its commitment to the UN Global Compact, in December 2011 Atos published its Group Code of Ethics, distributed it to all new employees worldwide and launched a related training program.

- **Toward a Zero email Company™.** In early 2011, Atos announced its ambition to become a Zero email Company™ within three years as the company believes that the volume of emails that we send and receive is unsustainable for business. We are adopting innovative social business solutions to bridge the 'social business gap' and provide a more personal, immediate and cost effective means to manage and share information.

## CASE STUDY

# Contributing to a greener Olympic Games

Atos is committed to helping the International Olympic Committee (IOC) and the Organizing Committees to deploy technological solutions to shrink the Games' carbon footprint. London 2012 should be the "most green and sustainable" games to date, and information technology will play its full part. At Atos, we build on our experience in Beijing and Vancouver to deliver a sustainable Games in real time at London 2012:

- **myInfo+** Instead of dedicated desktops, users will be able to access the system from their PCs and Laptops.
- **Remote CIS** Now available at broadcasters' premises everywhere in the world.
- **On Demand Printing** All reports will now be available on line via the Info+ system, in the same format as the reports that are traditionally distributed in paper format.

- **Results Book Online** The Results Book for the compiled results to be available online at the end of the Games instead on a dedicated CD. CD is available on demand.
- **Online Services** Atos is providing an On line Volunteer Registration service, Accreditation service, and Sport registration service. This is allowing efficient registration, without paperwork.
- **Device Consolidation** Atos is providing a solution to enable the use of Games network CGS applications from the Admin network. This will allow using one PC instead of two in previous Games.
- **Number of Servers Optimised** Architecture, e.g. virtualisation, centralization of applications, consolidation and resilience reduction.

## Our domains of action

Atos' Corporate Responsibility program mission is developed in **4 different domains of actions**:



### Governance, Ethics & Compliance

to implement corporate governance best practices, ensure compliance with international regulations and guarantee the respect of ethics in business and in the relationships with the Group's Stakeholders.

### Social Responsibility and Corporate Citizenship

to launch a Wellbeing@ work ambition aiming to improve the employees' working environment and the company social impact in the community.

### Environmental Commitment

to consolidate green initiatives aimed at measuring, monitoring and reducing the Group's impact on the environment (carbon, energy efficiency, renewable energy, waste, purchasing, travel...).

### Business Development

to accompany our clients on their journey toward sustainability and bring about IT-enabled transformation and behavioral change solutions in our clients' approach and attitudes towards sustainability.

Atos Corporate Responsibility Program follows the principles of the ISO 26000 international standard.

## Objectives and challenges (2011-2015)

At Atos, we strive to accelerate our progress in the coming years, focusing on being 'best-in-class' and on the three P's (People, Planet, Profit). This graph shows our main objectives for 2015.

| Accelerate our progress                                                    |                                 | 2011                                                                                                                                                                                                                                                                                                                                | 2012 | 2015 |
|----------------------------------------------------------------------------|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|
| <b>'Best-in-class'</b><br>International standards and IT sector practices. | <b>People</b><br>Wellbeing@work | Consolidate global reporting performance worldwide<br>Move up positions in investors ratings<br>Contribute to Great Place to Work certification<br>Strengthen Stakeholders Dialogue<br>Reinforce corporate social engagement<br>Strengthen university relations<br>Endorse corporate diversity policy<br>Assure employees awareness |      |      |
|                                                                            |                                 | Reduce 45% of corporate footprint by 2015<br>Assure 100% renewable energy sourcing for DCs by 2015<br>ISO 14001 certification in all DCs and main sites<br>Implement green policies worldwide                                                                                                                                       |      |      |
|                                                                            |                                 | Leverage Zero carbon data centers differentiator<br>Promote international partnership with SAP<br>Markets and sales force mobilisation<br>Zero email™, Firm of the Future, Green IT, Smart City, etc.                                                                                                                               |      |      |

## Future challenges going forward

In 2011, Atos decided to implement a Global Reporting Tool, SAP Sustainability Performance Management. This solution helps Atos gather data from across the company regarding its sustainability performance, providing insight into how well the company is faring against those goals. With this SuPM solution, Atos will be able to more quickly, and cost-effectively collect relevant information, compile disclosures and create reports that help ensure its operations to be in line with Corporate responsibility objectives. Atos plans to go live with the application in 2012, rolling out reporting to sites across 48 countries.

### Our Sustainability Policies

During 2011, Atos consolidated the implementation of a number of global policies and launched new programs

concerning sustainability and corporate responsibility.

In 2011, the Group defined a global Diversity and Equality Program aiming to address significant targets for the company and develop a global implementation plan.

Workshops were held in order to address the company status and best practices in multinational companies in order to harmonize several existing initiatives and set a global framework compliant with international human rights and labor standards. The policy is available and a communication plan will be designed to increase general awareness of employees.

## A screenshot of the SuPM tool

| Organization        | Total KPIs | Automated Collection % | Manual Submission % | Pending Approvals | Exception % | Approved % | Completed % |
|---------------------|------------|------------------------|---------------------|-------------------|-------------|------------|-------------|
| GROUP               | 80         | 100%                   | 0                   | 0                 | 0%          | 100%       | 100%        |
| GROUP APAC          | 35         | 100%                   | 0                   | 0                 | 0%          | 100%       | 100%        |
| GROUP BENELUX       | 35         | 100%                   | 0                   | 0                 | 0%          | 100%       | 100%        |
| GROUP CHINA         | 35         | 100%                   | 0                   | 0                 | 0%          | 100%       | 100%        |
| GROUP FRANCE        | 35         | 100%                   | 0                   | 0                 | 0%          | 100%       | 100%        |
| GROUP GERMANY       | 35         | 100%                   | 0                   | 0                 | 0%          | 100%       | 100%        |
| GROUP INDIA         | 35         | 100%                   | 0                   | 0                 | 0%          | 100%       | 100%        |
| GROUP JAPAN         | 35         | 100%                   | 0                   | 0                 | 0%          | 100%       | 100%        |
| GROUP MEXICO        | 35         | 100%                   | 0                   | 0                 | 0%          | 100%       | 100%        |
| GROUP NORTH AMERICA | 35         | 100%                   | 0                   | 0                 | 0%          | 100%       | 100%        |
| GROUP SOUTH AMERICA | 35         | 100%                   | 0                   | 0                 | 0%          | 100%       | 100%        |
| GROUP UK            | 35         | 100%                   | 0                   | 0                 | 0%          | 100%       | 100%        |



## Reducing the environmental impact of our activities

**120g CO<sub>2</sub>/km**  
cars with emissions above 120g CO<sub>2</sub>/km are no longer permitted as part of Atos' car fleet.

**The amount of WEEE (Waste Electrical and Electronic Equipment) collected in France dropped from 159 tons in 2010 to 63 tons in 2011.**

### Smart Travel policy

Atos travel policy establishes procedures for employees who travel on behalf of Atos for business purposes. The policy is mandatory and applies to all employees of Atos across the world. All travel bookings must be made via contracted Travel Agents, applying the travel policy in the booking process. The implementation of Office Communicator System on desktops (unified messaging) reduces the need to travel and limits the number of kilometers traveled. Not only does this have positive environmental consequences, but it also contributes to less pressure on employees to travel and improves productivity.

### Car Fleet policy

As from January 2010, cars with emissions above 120g CO<sub>2</sub>/km are no longer permitted as part of Atos' car fleet, and leasing terms for cars which have a carbon emission above 120g CO<sub>2</sub>/km cannot be renewed or extended. The average of CO<sub>2</sub> emission per km is continually decreasing as from 2007. In 2011, the average is 131.6g CO<sub>2</sub>/km. The integration of the fleet cars coming from Siemens Services and IT solutions was not aligned to the 120g CO<sub>2</sub> limit. This explains a slow-down in the decrease in 2011. The extension of the policy to the entire Atos car fleet should fix this break in trend.

The Atos' fleet is composed of 6,512 cars. 85% of the fleet is located in the Netherlands, United Kingdom and Belgium. For these three countries, the fleet average CO<sub>2</sub> is about 130g CO<sub>2</sub>/km which is lower than the global average. In fact, in 2011, three countries were actually below the 130g level, and these were The Czech Republic, the Netherlands and Belgium.

For those cars where the leasing contract expires between 2015 and 2017, the average in this pool is less than 115g CO<sub>2</sub>/km. As a result, we can anticipate the uninterrupted decline will continue as car lease contracts are renewed until 2014. As from this year, all cars should comply with fleet policy requirement.

### Waste management policy

Atos gives particular attention to WEEE considered as potentially hazardous. Indeed, these waste have a high ecological footprint due to large amounts of water, metals, and energies used during the design, manufacture, transport, usage and recycling of components. Atos' Global Waste Management Policy states that all waste have to be managed in full compliance with regulations. In this respect, the policy aims at ensuring that the collection, storage,

transportation and disposal of waste are properly managed and recycled to minimize the impact on environment and mitigate risks for health and safety of communities. In comparison to previous years, the amount of waste collected has decreased significantly because Atos has decided to enter into leasing contracts for IT equipment. For example, the amount of WEEE collected in France dropped from 159 tons in 2010 to 63 tons in 2011.

As a result, the responsibility for waste management now lies with the supplier. To ensure the waste chain is correctly managed, Atos requests its vendors to sign its Sustainable Supplier Charter. As from 2012, suppliers will have to provide evidence about the end of life cycle of their equipment.

### Reinforce our dialogue with Atos Suppliers [HR2]

Dialogue with suppliers is essential to establish and develop a trust relationship between both parties. It is of course a lever to mitigate the risk on the supply chain but it is also a simple way to mobilize our partners on important topics such as sustainable development and associated challenges.

### Control and limit the risk of the supply chain is part of Atos' CSR programme.

To limit the risk on our supply chain, we make sure our suppliers comply with best practices. In this respect, we have set up a specific procedure. First, we attach to our contracts the Atos' sustainable supplier charter and ask to our suppliers to comply with principles set out.

Secondly, we assess the sustainable performance of a large part of our portfolio of suppliers. To conduct the assessment, we are supported by Ecovadis, which operates a collaborative platform, allowing Atos to assess the environmental and social performance of its suppliers on a global basis. Ecovadis combines technology and Corporate Social Responsibility (CSR) expertise to deliver simple and reliable suppliers scorecards, covering 150 purchasing categories and 21 CSR criteria. This company is part of our ecosystem since 2008 and helps Atos to mitigate eventual risks in our supply chain.

Thirdly, when the score is 4 or below (scale from 1 the lowest to 10 the best), a corrective action plan is elaborated jointly with the purchaser and the supplier to design a way to improve the performance. This point is crucial because it allows both securing our portfolio and making it more reliable. In



addition, we improve the quality of the relationship with our vendors, and reinforce the potential of business with them. Finally the Ecovadis assessment is a good opportunity to develop this dialogue with our suppliers and help them to implement best practices.

As a result, Ecovadis ratings help us reduce risks, drive performance and eco-innovation in our supply chain. Approximately 100 evaluations are conducted each year and purchasers have 24/7 online access to the Ecovadis Platform to review the suppliers' evaluations details. The value of the portfolio assessed until 2011 represents 41% of ex Atos Origin spends (against 38% in 2010 and 35% in 2009).

Since 2008, we have selected 350 suppliers, of whom 275 were scored by Ecovadis, 15 are still in the evaluation process and 60 were rejected. Facilities and Hardware remain categories in which most suppliers were assessed.

In 2011, the average score is 4.67. We have observed that 48% of our suppliers are scored at 5 or above, against 56% in 2010. This decline in the average score of the portfolio is related to the integration of smaller companies often less involved in Corporate Social Responsibility initiatives, and to the will of strengthening the integration of purchasing categories with a risk potentially higher.

Among 275 suppliers scored, 21% have been evaluated more than once. Among them, 34% have improved their global score which is positive but not satisfactory. Nearly 50% have a score of 5 or above. In 2012, a specific action plan will be designed to reinforce the purchaser involvement in the performance progress of the suppliers they manage.

#### **Promoting best practices with the Sustainable Supplier Charter**

The Atos Sustainable Supplier Charter is attached to all major contracts. It complies with the UN Global Compact principles and encourages suppliers to implement best practices (environment, social, ethic, supply chain). On their side, all purchasers have signed the purchasing code of ethics, and commit to abide to its rules and principles.

#### **Sustainable development weighs 10% in the decision making process**

In the process of measuring the effectiveness of the supplier through the QCLDM performance metric (Quality, Cost, Logistics, Development and Management), we have added Sustainability (S). Sustainability is an increasing business requirement that we need to understand from stakeholders and translate to suppliers. As a result, business requirements include Sustainability.

#### **Sustainability is part of the bonus scorecard of purchasers**

As from 2010, Sustainability has been integrated into the bonus scorecard of all Global Category purchasers and country purchasing managers. This incentive ensures that sustainability is clearly addressed in the daily job of suppliers.

#### **Expenditures and trends in 2011: towards a more globalized company. [EC6]**

In 2011, the total amount of expenditure for the new Atos is 2.9 billion € (1.75 billion € for Atos Origin and 1.15 billion for Siemens IT solutions and Services). 80% of purchases are spent with Atos 4.5% of the portfolio of suppliers. On average, 66.5% of former Atos Origin spend scope (against 72% in 2010) of our suppliers are locally based [EC6].

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#### **TESTIMONIAL**

### **Sustainable Supply Chain**

A key component of the value Atos brings its customers

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**Pierre-François Thaler,**  
Managing Director, co-founder of Ecovadis.

Despite not being a manufacturing company, but a services provider, Atos has realized that a Sustainable Supply Chain was a key component of the value they bring to their customers. Since the outset of the EcoVadis program in 2008, Atos has implemented a very robust Sustainable Procurement program, which I view as one of the most advanced in the IT services space. This is particularly impressive as this was implemented during a period of major

transformations of the company. Atos has always been a trusted partner for EcoVadis, pushing us to develop innovative solutions for Sustainable Supply Chain management. Going forward we are looking to re-inforce this partnership, for example by leveraging Atos' expertise in "Green IT" to help the suppliers registered on EcoVadis platform to improve their practices in this key area.

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## Awards and recognitions

In 2011, Atos obtained a number of certification and awards as recognition for its Corporate Responsibility achievements. Some examples are listed below:

### ■ Atos receives four prestigious technological awards

During SAPPHIRE NOW 2011 that took place in Madrid, Atos scooped four awards which recognize the breadth of Atos SAP expertise combined with its knowledge of the business and industrial customers. The awards recognize the company's ability to deliver on time and on budget projects for business transformation and technology providing high added value to our customers.

### ■ iPad app award

The 'SAP Mobility Showcase Award for SAP Partners' award was presented to Atos in recognition of its enterprise mobility applications that demonstrate 'the art of the possible' in mobilizing business processes and the mobile experience. Atos demonstrated rapid time to value and the ability to effectively address the requirements of the business while minimizing complexity. Atos built the iPad app based on SAP's premium solution for Environment, Health and Safety (EH&S), a domain in which Atos is a recognized global leader. The app provides security officers a very user-friendly access to critical data and procedures in case a calamity strike their plant. Information on the quantity and location of hazardous goods are displayed on the iPad. The app gets all of its information in several languages from SAP via Sybase.

### ■ Pegasus project for Sabena

The company also took home the Gold SAP Quality Award at an EMEA level with its customer Sabena Technics «Implementation of new applications». Sabena technics, a French group of aircraft maintenance, which employs over 3,000 employees across 17 sites, was recognized for its innovative project 'Pegasus' on the convergence of major business functions of the group (equipment repair, logistics, and integrated services preventive maintenance). The project deployed on the sites of Bordeaux, Brussels and Miami, was implemented jointly by J & M Consulting, SOA People, Atos and SAP France. Atos has been involved in the technical realization of very specific business functions, including the management of repair of landing gear as well as preventive maintenance of equipment and interface with EDI SPEC2000.

### ■ Atos wins Computer Weekly best CIO blog award

In November 2011, Atos won the prestigious best CIO blog award at the 2011 Computer Weekly Social Media Awards in London.

The award, which recognizes the best blogs written by and for CIOs and IT directors relating to the latest insights from senior management across the industry, was won against some very stiff competition. This is a great result, especially after being the runner-up in last year's awards.

According to Computer Weekly, "In just two years, the Atos CIO Blog has grown to provide a voice for 100 people in a CIO focused Consulting team. In the last year, the original UK based Atos Origin CIO blog has expanded to become the rebranded, global blogging platform for the Atos 74,000 people strong business, supporting four sub-blogs for CIOs - UK, NL, US and Scientific Community."

### ■ Atos receives 2011 ICT Quality Award

In September 2011, Atos received the 2011 ICT Quality Award for best practices in the provision of ICT services, which is awarded annually by the Spanish Quality Association (AEC). The Award, which was presented during the 2011 CSTIC Conference, is considered to be the most prestigious prize in Spain in the area of quality in the Information and Communication Technology (ICT) sector. With this award, the AEC singled out the "Kanban Software" project implemented by Atos. Kanban Software was set up two years ago, as one of Atos initiatives focused on promoting continuous improvement in the delivery processes of the integration systems service line. The project was aimed at the study and application of agile-Lean practices in software life cycle processes, and it currently forms part of the Consulting Portfolio in the IT Delivery COE, managed globally from Atos Spain. The AEC's ICT Quality Award seeks to publically recognize those companies or institutions which have successfully used a quality strategy in ICT, or have decisively contributed to the creation or implementation of good practices in the field of ICT, in order to improve competitiveness.

### ■ Atos named best IT company in the Netherlands

In June 2011 - Leading Dutch management magazine, Management Team, named Atos the best IT company in the Netherlands for the fourth consecutive year following the results of its annual survey, in which senior executives in the Netherlands are asked to

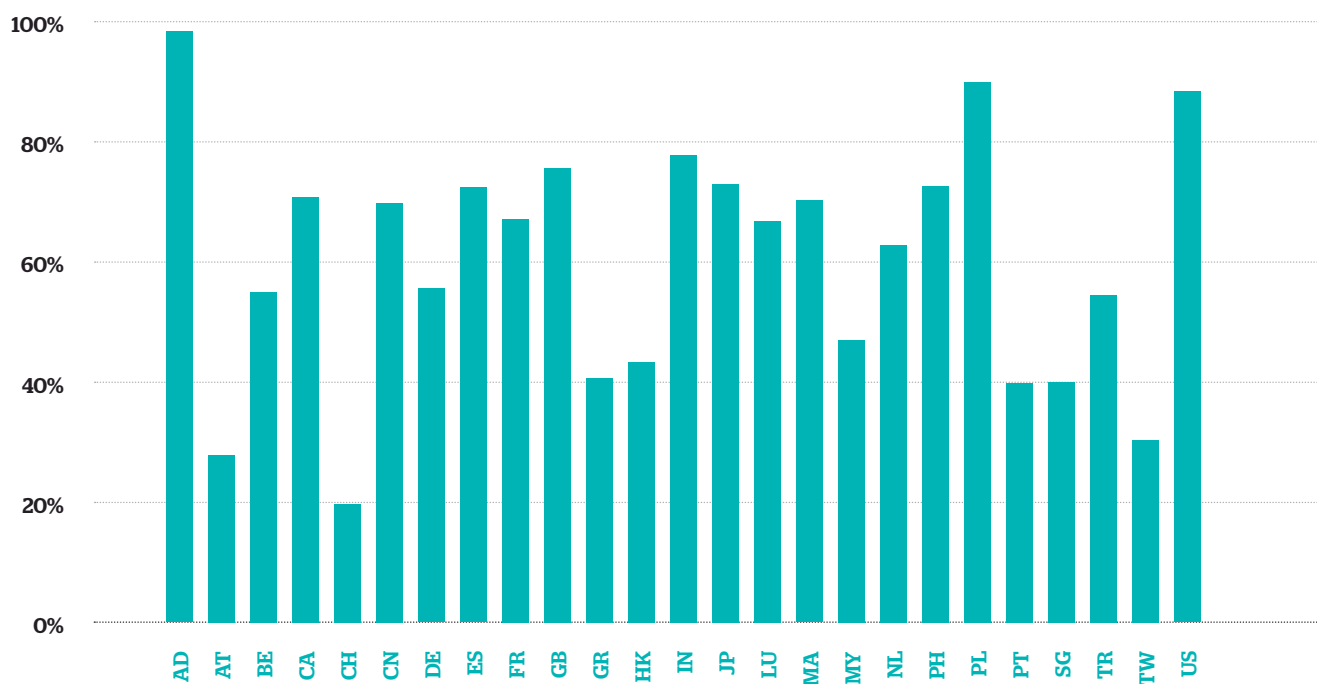
rate the quality of their IT service providers. "Atos Origin was ranked in the top 10 in 8 of the 10 categories for outsourcing, security, web, consultancy, custom software, professional services, workplace solutions and management & maintenance. Which is why it is ranked number one IT services provider for the fourth consecutive year. Atos Origin provides end-to-end IT services from consulting through to systems integration, hi-tech transactional services and managed services and scored high in all these areas. Sustainability is at the core of their corporate strategy and 659 executives recognize Atos Origin as a world leader in providing innovative IT solutions to help clients become more sustainable,"

according to Management Team. "It's a great compliment to all our employees for us to be named the best IT services provider in the Netherlands for the fourth consecutive year especially in this highly competitive market and in difficult economic circumstances," said Rob Pols, CEO of Atos Netherlands. "There is a growing need for IT services providers to differentiate themselves through sustainable enterprise. Atos provides services that help customers grow responsibly, now and in the future".

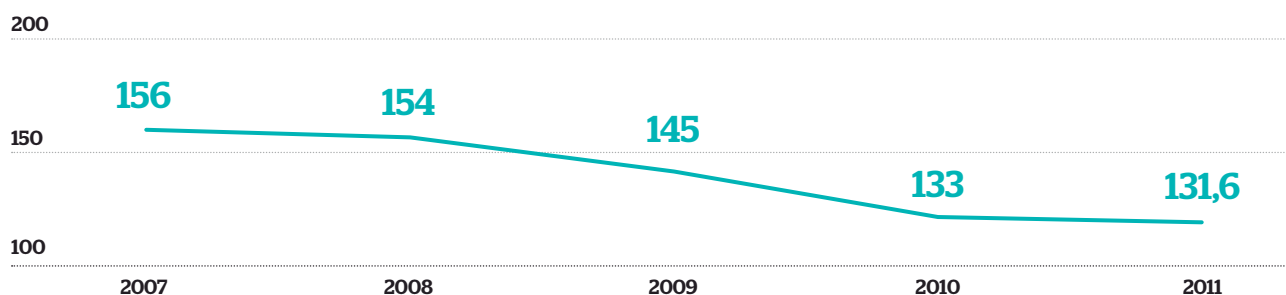
■ **Atos APAC** Received 2<sup>nd</sup> place in ASIA's Best Employer Brand Awards 2011.

## KEY PERFORMANCE INDICATORS OVERVIEW

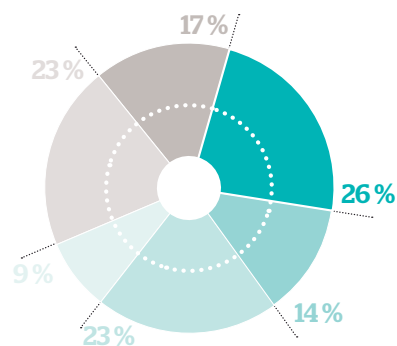
### Local sourcing as a % of total spend per country in 2011 [EC6]



### Average fleet CO<sub>2</sub> Emission (g CO<sub>2</sub>/Km) [EN7] Energy saving initiatives in business travel



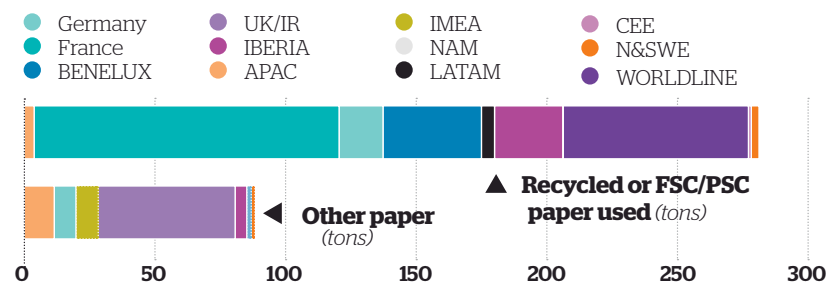
## KPIs for supplier monitoring (in line with Ecovadis assessments) [HR2]



% of suppliers

|                                                     |    |
|-----------------------------------------------------|----|
| Formal code of business ethics                      | 26 |
| Monitoring CO <sub>2</sub> emissions                | 14 |
| ISO 14001 certified (at least one operational site) | 23 |
| Global Compact Signatory                            | 9  |
| Formal sustainable procurement policy               | 23 |
| No reporting on Health & Safety indicators          | 17 |

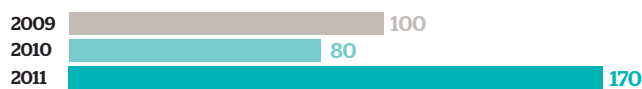
## Office paper used (in tons) [EN1]



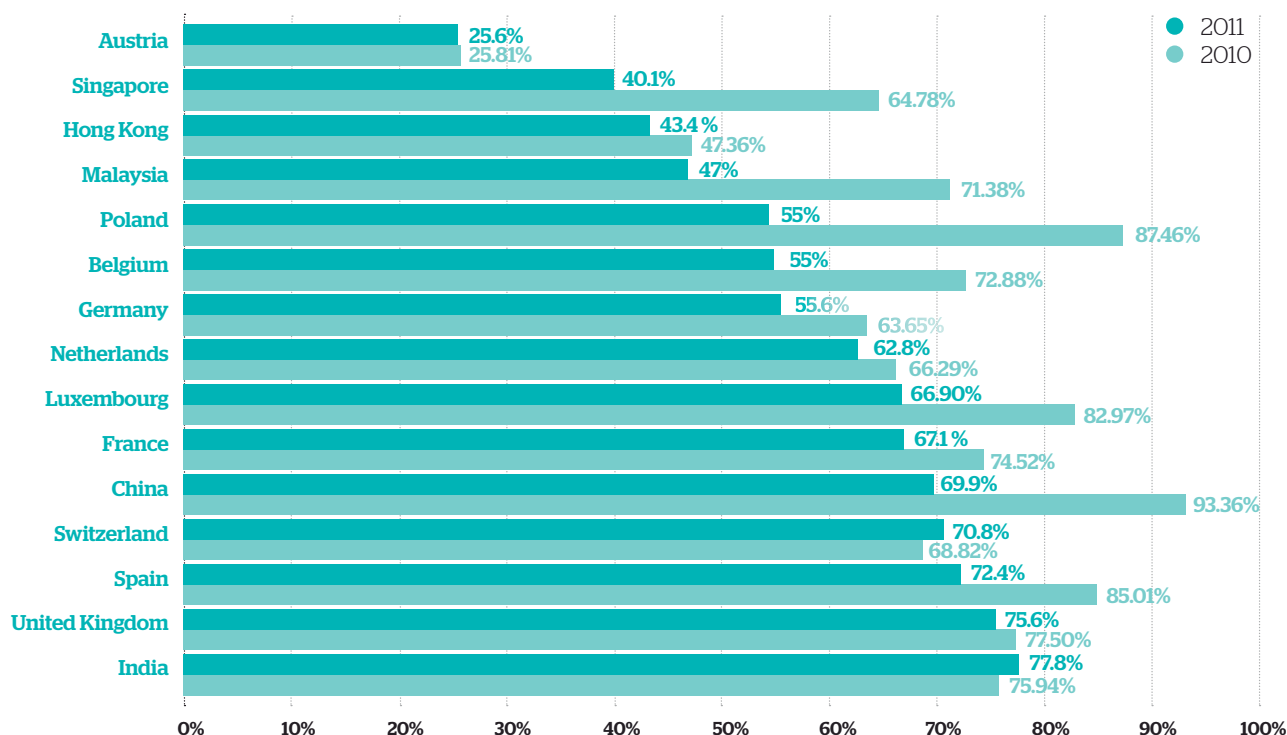
## Expenditure coverage of Ecovadis assessment [HR2]



## Number of suppliers assessed by Ecovadis [HR2]



## Evolution of local sourcing [EC6]





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# Building a **Great Place** to Work

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Unlocking the creative potential of our workforce

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## KEY ACHIEVEMENTS

- We welcomed over 8,800 new employees in 2011 [EC7].
  - Integration of Siemens IT Solutions and Services and Atos Origin to create one Atos.
  - Launch of the new Atos brand in July 2011, welcoming 74,000 business technologists.
  - Rebranding of campus sites and offices completed in 6 months, creating a new Atos working environment that stimulates collaboration and productivity.
  - 3,500 new recruits have taken part in introduction days and 1,754 have attended local CEO lunch or breakfast sessions [A012].
  - 9 countries took part in the Great Place to Work survey in 2011, with 14 more to follow in 2012 [A02].
  - Recognition and Reward programs recognized over 2,800 employees for outstanding or inspiring behavior and achievements.
  - Remote Working program offered more flexibility to around 20,000 employees – 3,400 teleworkers with a formal contract to work at home and about 16,000 who work informally as teleworkers from a variety of locations.
  - More than 5,000 e-learning modules are available and over 14,700 employees have successfully completed a training module.
  - 3,000 employees received help and advice to create a better work/life balance.
  - Zero email™ initiative launched to explore new and innovative ways of working together and drastically reduce email overload.
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“We get the finest from our employees when they get the best from their company.”

**Thierry Breton**, Chairman and CEO of Atos

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## Powering progress to transform to the Firm of the Future

**With the launch of the new Atos in July 2011, we formulated a clear vision with sustainability at the center:** “At Atos we strive to transform to a sustainable Firm of the Future. We believe that bringing together people, technology and business is the way forward. Our 74,000 business technologists power progress every day, for our clients, ourselves and the wider community.” As such the internal transformation program Wellbeing@work (launched in 2010) stepped up its activities to support and accelerate the transformation to One Atos and to be recognized as one of the best companies to work for.

Since the launch of the program, many initiatives have been developed and implemented covering the future workplace, enabling new levels of collaboration and a flexible way of working, implementing efficiency through lean management processes and supporting tools, addressing change management and leadership skills, as well as covering training, talent management, recognition and reward.

In 2011 there was a clear focus on enabling a smooth integration. We welcomed over 30,000 Siemens IT Solutions and Services employees and together we embarked on the integration and transformation journey. On July 4<sup>th</sup>, employees and management across 48 countries celebrated together the launch of the new Atos. Employees received

a detailed booklet explaining the vision, ambition, organizational structure and key focus areas of the new company. In addition, a wide range of communication actions and materials were available as from the launch date and the following months to ensure employees were informed and felt proud to be part of this new venture.

The Wellbeing@work initiative underpins our ongoing transformation to become a more integrated and global company. It creates greater trust and transparency, engenders a strong feeling of pride in people's jobs and builds an environment where people really enjoy working with each other to achieve the best results - a true Firm of the Future!



## Building blocks for transformation

**Our business technologists are our greatest asset. Talented, experienced and dedicated professionals who take pride in their work. Wellbeing@work aims to create the right environment for personal development and to attract and nurture talent.** We also aim to apply new technologies and ways of working that enable collaboration across borders and business units, building communities, and help to achieve a healthy work/life balance. The aim is to build a great place to work together, a solid foundation for a sustainable Firm of the Future.

More than 150 employees from all Atos regions are actively involved in the Wellbeing@work community to implement the challenge of the transformation. Dedicated country leaders, local operational teams, local CEOs, global project leaders, global top management contribute to identify best practices design new initiatives and customize action plans to ensure flexibility and local efficiency.

# 1,754

people participated in breakfast with the CEO or local management in 2011.

# 3,560

new joiners participated in Welcome Days in 2011.



To deliver on this, these 8 focus areas form the building blocks for transformation:

- **Working Organization:** Enabling the development of international collaborative working communities and increasing health@work
- **Leadership for Excellence:** Defining and implementing a management style consistent with our employee's expectations while leveraging technological change
- **Working Conditions:** Improving the working environment through an innovative Atos Campus and leveraging the benefits of Zero email™
- **Recognize and Reward:** Setting up a global framework to engage our employees through structured recognition and rewards
- **Skills and Competencies:** Developing new ways of learning, career paths and knowledge communities through a Human Capital Framework
- **Communication and Social Link:** Reinforcing the Atos identity and strengthening a sense of belonging
- **Corporate Social Responsibility:** Establishing a charter of values and principles for Corporate Social Responsibility
- **Program Management:** Driving the overall Wellbeing@work program and monitoring the Great Place to Work (GPTW) survey.



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## Transparent and structured governance

Program governance is ensured through a Steering Committee which drives the program. This consists of the Group Executive Vice President General Secretary, Group Executive Vice President Human Resources, and the Group Executive Vice President Talents & Communication sponsorship. Input and the impetus for change comes from many different groups such as the Scientific Community, the GOLD and Junior Talents programs, the leaders of the various focus areas and the Wellbeing@work Council. Results and improvements are reviewed during quarterly Group Executive Committee and monthly Group Strategic program committee meetings.

### Wellbeing@work Council

The Wellbeing@work Council, composed of 35 young employees from all the countries where we operate, is charged with imagining new working methods, defining the company's professional links and relationships of the future and anticipating our clients' future expectations. Mainly drawn from the Y generation, and across all GBUs, their role is to:

- Generate new ideas and models of working to move Atos into the future
- Support in the design, development and roll out of the different initiatives locally

- Challenge the program with innovative ideas, especially as regards disruptive technology
- Act as ambassadors for the initiatives in their respective countries.

In 2011 the Council held two-day quarterly meetings for all members. Countries and Global Business Units also organize local meetings. More general employee participation is encouraged through Atos' internal online platform, FISH (Fresh Ideas Start Here). Ideas already developed via this forum include the opening of day-care centers, initiatives to reduce the use of emails internally, Remote Working facilities, and initiatives to reduce office paper and for greener transport.

“The Council is a great way to help achieve progressive change and it's good that it has the full backing of the company from the top downwards!”

**Jonathan Astbury**, Chairman Wellbeing@work Council 2011

## **Enabling the development of international collaborative working communities and improving Health@work**

Implementing new working organizations within the company creates a more convivial and innovative working environment. And, by facilitating the development of virtual communities, providing easier access to collaborative tools and the development of Remote Working, employees can achieve a better balance between their work and personal life. Health@work is another key objective and it is vital that Atos employees are properly supported and that we maximize our personal resilience to cope with change.

### **Improving the work/life balance**

In response to a desire by employees for greater flexibility, Atos has been looking closely at options to achieve greater work/life balance. To support employees in this area, a web-based tool ([www.atoswellbeing.com](http://www.atoswellbeing.com)) has been developed to help improve personal resilience and work/life balance. Launched in October 2011, 3,000 employees

across 8 GBUs have already filled out the questionnaire with 82% of people having good overall work life balance scores.

### **Health@work**

The Health@work initiative aims to maximize the energy and personal resilience of our workforce by taking care of both psychological and physical health. This initiative uses best practices from inside the organization and external, to see how these can help and encourage all GBUs to invest in the program. The long-term absenteeism (>6 weeks) percentage in the whole of Atos over 2011 was 3.05%. [LA7]

Atos also has a program in place for education, training, counseling, prevention, and risk-control to assist workforce members, their families, or community members regarding serious diseases. [LA8]

# 20,000

**employees were offered more flexibility in 2011 due to Atos' Remote Working program.**

### **Collective bargaining agreements and minimum notice periods**

Atos thinks that job security contributes to the psychological health of its workforce. Therefore, we follow local and international regulations concerning minimum notice period(s) regarding significant operational changes [LA5]. Also, 73% of employees are covered by collective bargaining agreements [LA4].

### **Collaborative and virtual communities**

Atos is now a truly global company and to operate effectively we need to take advantage of new tools and collaborative technologies that allow us to be more effective and efficient, such as Remote Working. Atos is also making the change from a multi-regional to a global based model with greater off-shoring and near-shoring, a change which requires increased interaction between people who are geographically distant. Not only that, but on a local basis, traffic is getting worse every day and we are increasingly spending valuable hours, either commuting to work or traveling to meetings/client sites across the nation or travelling abroad. Cutting down on such commuting can increase employee satisfaction and there are new tools that can

increase the effectiveness of our collaboration such as Office Communicator (OCS)/Live Meeting. In 2011 specific focus was given to the international deployment of Remote Working technologies.

### **By the end of 2011 there were 54,000 active users of OCS**

As a result, in an increasing number of countries, Atos employees can now work formally at home for certain days of the week. Whether working at home or at customer sites, Remote Working requires putting more trust in employees and a change in management to focus on "output" rather than "presence". The result is higher productivity, more-valued and satisfied employees and a more successful and competitive company. By making these changes to our own operations, we can demonstrate the benefits of Remote Working. Atos' Remote Working program offered more flexibility to around 20,000 employees in 2011: 3,400 teleworkers with a formal contract to work at home and about 16,000 who work informally as teleworkers from a variety of locations.

## CASE STUDY

# Implementation of Health Case Management reduces absenteeism by almost 50%

Starting in 2011, Atos appointed in every region in the Netherlands Health Case Managers (HCM) to actively assist line-managers, coordinate the company doctors and support employees in getting back to work following sickness absence. The HCM initiates the correct and pro-active interventions that need to be put in place by the line manager and ensures managers stay in communication with employees. They liaise with the company doctors and ensure the case is kept on track. In addition, the HCM helps organize and keep up-to-date all mandatory documents required by law. Where employees cannot do their own job, the HCM will help find applicable employment (internally or externally of Atos NL). Last but not least, the HCM liaises with the UWV (a public controlling and implementing body) and the

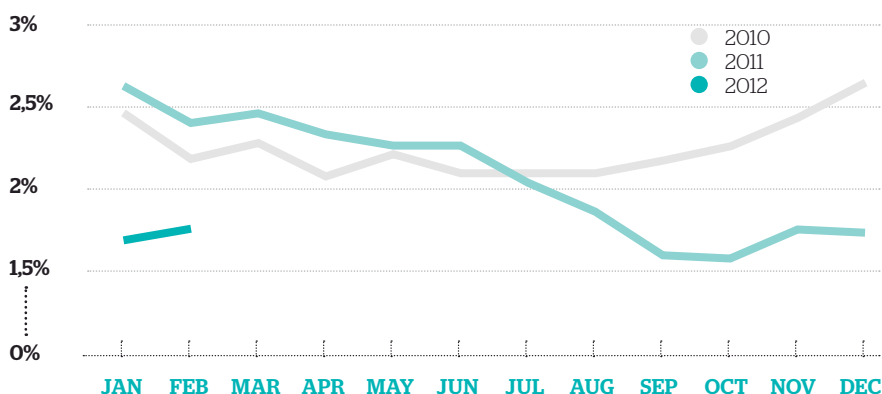
company doctors. The HCM monitors decisions to ensure that the right actions are performed and, where necessary, will intervene to correct the course of action.

### The Results

The results of the HCM approach on absenteeism have been shown to be successful. Many employees who were sick for an extended period of time are now experiencing full or partial recovery. Applicable work is presently a suitable way of ending a potential long-term absence. There is greater expectation that recently reported sick employees will not stay ill that long. HCM procedures have helped ensure that absence-files do not become problem-files. In 2011, it resulted in a decrease of long-term absenteeism (> 6 weeks) of about 2.5% to about 1.5%.

## Long term absenteeism [LA7]

Evolution of long term absenteeism (>6 weeks) in the Netherlands after the implementation of HCM



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## TESTIMONIAL

### Remote Working What people say

"The Remote Working facilities at Atos in the Netherlands, such as VPN, OCS and several collaboration tools (AO Wiki and Livelink) are helping me to decrease my travel time, stay away from traffic jams and spend my time more effectively on my job. While not physically meeting them, I am still able to remain in contact with my colleagues and collaborate with them. Furthermore, by being less dependent on office hours, I can be with my family at moments that are important for them and still be effective in my job."

**Peter Bas Oosthoek**,  
Competence Manager,  
the Netherlands

"My work entails meeting up with customers, working with the extended teams that support the customers and backend activities such as preparing reports/commercial models etc. Being given the opportunity to participate in the Remote Working program has given me the personal space and much needed time to focus on important activities while maintaining the interaction with colleagues that is necessary to keep up to date with what is happening in the organization. Most importantly, I can be with customers whenever they need us!"

**So Boon Lee**,  
Contract Manager for Standard Chartered  
Bank account, Singapore

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"The successful enablement and implementation of true Remote Working consists of more than just tools and a white paper, it is a mindset! People are only willing to change when they can clearly understand what's in it for them."

**Andrew Kinder**, Chief Psychologist for Atos Healthcare.

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## Leadership for excellence

### Defining and implementing a management style that anticipates the needs of the next generation workforce

Today's fast changing world and business environment has brought with it a number of factors that are changing the way leadership is both perceived and practiced. In response Atos aims to implement a new management style that meets our employees' expectations and anticipates the needs of Generation Y. The launch of the new Atos in 2011, together with the development of a new set of corporate values, has created an opportune moment to implement this type of fundamental change across the whole organization.

Overall, the aim is to see a change come about through evolution that will improve and enhance management skills in areas according to the Atos values of Accountability, Trust, Social Wellbeing, Operational Competitiveness, Service to Client, Innovation and - in summary - Excellence.

#### Best Practice on the Path to excellence

To deliver the Leadership for Excellence program we have established two work streams, organizational change and personal change, together with a number of sub-streams:

- **Organizational Change:** To support this area, a community of 350 Change Agents was created from November 2011 to facilitate and monitor change. The Change Agents Community acts as local ambassadors for the new brand, promotes the new organization and its vision and values, helps to prevent and/or detect local difficulties or crises in the integration process and helps overcome these issues. Of 44 identified issues, 9 were captured as specifications for future improvement of processes and tools in the mid-term, 33 were solved combining local and global expertise and resources, and 2 will be closed end of March 2012 at a technical

integration milestone. At the same time, we will launch a series of Atos Mindset Workshops. These will be aimed at talents and new managers, as part of their induction programs, and also at management teams, to bring our strategy and values into actual practice and behaviors. They will build engagement around the new vision, create a common culture, strengthen skills and enable the cascading of the new vision and values, - all into actions for our clients and our people.

- **Personal Change:** This is based on developing our company values and employs a web-based Learning platform with Management Learning Paths. It will be supported by onsite training and individual coaching sessions that will be implemented and promoted in 2012.

The success of the Leadership for Excellence program will be monitored through the Great Place to Work employee surveys that are being rolled out on a country-by-country basis.

“Leadership for Excellence is an evolution of traditional management practices to meet the needs of the new world context and employees’ expectations”.

**Christiane Richter**, Senior Project Manager and Service Group Manager

#### Talent development

Talent development is of premium importance for Atos. We think every employee should be expected to develop and grow as much as they possibly can. That is the reason why we have put in place a series of programs designed to help our employees reach their potential. Once identified, High Potentials will receive additional training and development opportunities to support them in their professional development, as well as helping them continue to perform and deliver results. There are programs designed to give Atos Talents the training and support they need to go from being excellent to extraordinary professionals.

designed especially for this group (eLearning, eBooks, courses during meetings) to boost their learning experience. Membership of the JG is for 18 months and an alumni network enables members to keep sharing information and knowledge with previous Juniors Group members during their career with Atos. The Juniors Group consists of 50 young talents – of which 34 joined in 2011 – and is active in all our countries.

#### Juniors Group

Juniors Group (JG) is the first stage of development on an international level. It is a self-contained group of young, dynamic people from all over the Atos universe. Being a member of the Juniors Group is a great learning experience involving meetings with senior management and colleagues in the JG group, working in projects (JG members to come up with own project ideas that add value to the company), and working in JG functions (for example recruitment, organization of meetings or as a speaker for this group). A dedicated curriculum has been

76

talents participated in the Gold Program and 50 in the Juniors Group in 2011.

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## TESTIMONIAL

### The Juniors Group An invaluable learning experience

**Lars Meinel,**  
A participant  
in the Juniors Group

"Being a member of the Juniors Group has enabled me to enhance my knowledge of the global organization, and provided the opportunity to network with senior managers and highly motivated and talented colleagues. I have been able to add real value by gaining an insight into current issues and consequently, via the

participation in projects, contribute to the delivery of tangible solutions. By undertaking the various internal functions, my personal competencies and cross-functional experience has been developed upon. A truly invaluable and rewarding experience!"

### The theme for the first Atos IT Challenge is smart mobility.

#### Global Talent Development Program (GOLD)

We also have entirely redesigned our International Talent Management Program which is now delivered in cooperation with HEC Paris, one of Europe's leading business schools.

The prestigious Global Organizational Leadership Development (GOLD) program enables High Potentials to become more effective leaders of people. Nominated by management every year, members of the Talent Group learn to manage and embrace organizational change, are encouraged to manage and drive their own development in the workplace and to inspire the development of others. Throughout the program, participants explore Atos' business strategy; work on a project proposed at the beginning of the program as integral to our strategy, and focus on solutions to the challenges of global profitable growth that Atos faces.

Truly multinational and multidisciplinary, in 2011, 76 talents participated in the GOLD Program, from business or support units in 21 countries.

#### IT Challenge - looking for the talents of the future.

Launched in 2011, the IT Challenge is a competition looking for the IT talents of the future from 25 universities based in the UK, France, Germany, Spain, the Netherlands and India. As business technologists who power progress, in 2011 Atos encouraged the next generation to start coding, drafting, sketching and mocking up smart mobility apps in teams of between two and five people.

The contest aims to foster and encourage innovation and will take place every two years to coincide with the Winter and Summer Olympic Games. The theme for the first Atos IT Challenge is smart mobility and it sets out to find a new, innovative and useful technology that can be used anywhere,

anytime and on any device to add value to a business or an individual. **Over 75 innovative ideas were submitted, of which 15 will go through to the final.**

The three finalists will be announced in April 2012, and the overall winner at an awards ceremony in May 2012. Finalist prize winners will be awarded an Atos Diploma demonstrating outstanding achievement and the chance to apply for highly sought-after internships at Atos. Each member of the overall winning team will also win a trip to the London 2012 Olympic Games.

## Equality and Diversity [LA14, EC5]

In 2011, a global initiative to develop a new equality and diversity policy was launched. Its objective is to not only develop an international policy according to recognized human rights and labor standards, but also to have a proactive role in promoting rights, equal opportunities and career evolution for minority groups within Atos. Atos seeks to:

- Create a working environment which is free from discrimination and harassment and where each person is treated with courtesy, dignity and respect
- Have employment practices which ensure that individuals or members of a particular group have equal opportunities and are not discriminated against because of their attributes
- Promote appropriate standards of conduct
- Promptly resolve issues when they occur and resolve complaints in a fair and timely manner.

### Some results of the Great Place to Work survey

| Question                                                                            | Atos Average<br>Often True /<br>Almost always<br>true | Atos best<br>score |                  |
|-------------------------------------------------------------------------------------|-------------------------------------------------------|--------------------|------------------|
| People here are treated fairly regardless of their age.                             | 65%                                                   | 86%                | Atos Brazil 2011 |
| People here are treated fairly regardless of their race or ethnicity.               | 85%                                                   | 93%                | Atos Brazil 2011 |
| People here are treated fairly regardless of their gender.                          | 79%                                                   | 91%                | Atos Brazil 2011 |
| People here are treated fairly regardless of their sexual orientation.              | 83%                                                   | 92%                | Atos Canada 2011 |
| People here are treated fairly regardless of their physical or mental disabilities. | 74%                                                   | 94%                | Atos Canada 2011 |

\* Results are based on a 1 to 5 scale (whereby 1 is untrue and 5 is often true). The percentage in the survey only shows scores 4 and 5 (Often True and Almost Always true), but does not include the neutral opinions.

# 20%

**Atos Brazil is currently ranked in the top 20% of companies in the country as a great place to work.**

16,471 employees took part in recent results from the Great Place to Work survey and rated our equality and diversity approach as above. In 2012, the initiative will be further developed with a clear focus on nationality, gender and disability.

**Atos Germany** launched a pilot in 2011 which aims to reduce the gap between men and women's employment conditions, promoting the "mixed team - higher performance" philosophy, adopting new ways of flexible working and creating awareness, and developing greater confidence in the female population within our sector.

**Atos Finland** started a diversity survey in order to understand their people profile across each of the diversity strands and how aware employees are of diversity and equal opportunities. According to the survey results, Finnish employees are aware of the equal opportunity and diversity

opportunities and the company was seen as appreciating diversity.

**Atos Worldline Belgium** benchmarks salaries of all employees externally (specific to the IT sector) and also internally, compared to the minimum and maximum of their range. This "percentage in range" (PIR) is taken into account when increases are given. This comparison safeguards a sense of equity between employees within the same level. [EC5]



## **Defining and implementing a management style that anticipates the needs of the next generation work force**

The Working Conditions initiative aims to create a physical workplace that stimulates optimal performance and wellbeing, and oversees the development of best practices and the roll-out of the Atos Campus pack

across the Atos. Other related areas cover Zero email™ and the BYO (Bring Your Own) Devices program.

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### **CASE STUDY**

## **Zero email™** A new way of working

One of the key building blocks to create a great place to work is our Zero email™ ambition. We believe that email is on the way out as the best way to run a company and do business. Take for instance email, the volume we send and receive is unsustainable for business. With an estimated 20 hours a week spent on email alone, it is fast polluting our working environments and also encroaching into our personal lives. With our Zero email™ program we are taking action to reverse this trend. And we are ambitious: we aim to be a Zero email™ Company within 3 years (end of 2013).

Our aim is to eradicate all emails between Atos employees by using improved communication applications as well as new collaboration and social media tools. For example, by using Office Communicator (OCS) instead of email for quick questions to or chats with colleagues, or by using Livemeeting to instantly organize online meetings and sharing documents. By applying new ways of working using innovative technologies to bridge the “social business gap” we can achieve better communication, team working and social networking, and will be able to manage and share information much more effectively. The current drive is to change people's mindset and to persuade them to collaborate more with alternative tools (OCS,

Atos Wiki, Livemeeting) and the future Enterprise Social Network involving solutions such as Business Wall, Instant Messaging, Web conferencing, Micro Blog, etc.

The future is clearly collaboration technologies and it is encouraging to see the steady increase in the use of tools such as OCS and the setting up of social community platforms to share and keep track of ideas on subjects from innovation and Lean Management through to sales. Initial feedback is that these types of tools reduce email by between 10-20% immediately.

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Creating better working conditions is more than simply an aspiration and will lead to much greater employee satisfaction and help build a truly great place to work.



*Inauguration of the Campus in Pune, India*

### **Building a Great Place to Work – the Atos Campus**

Having an inspiring and innovative Campus is a way of reinventing ourselves as a top employer so that our talented employees will feel that Atos is a Great Place to work. Designed with mobility and flexible working methods as the key themes, the physical layout of the Campus is mostly open plan with hot-desking or desk sharing. Fewer fixed walls means more working, social and meeting spaces so that we integrate some aspects of our social and working lives.

The new Atos Campus in Bezons, France, is specifically designed to cater for our existing workforce and for Generation Y, the generation who have grown up in a high-tech world and are now entering the workforce in large numbers. These new headquarters are also the first office building in France to obtain the triple certification HQE Construction (High Environmental Quality for building), THPE (Very High Energy Performance), and HQE for Operation.

### **The Atos Campus Pack [A09]**

Many of the new initiatives incorporated into the Atos Campus in Bezons, France were used in 2011 to create a template for how we work in other Atos offices and sites throughout the world. This template, known as the Atos Campus Pack, aims to improve the overall office environment by rolling out a set of best practices across all Atos offices and sites throughout the world. The Campus

Pack enables us to reinvent ourselves as a top employer so that our talented employees will feel that Atos is a Great Place to Work. Globally, there are 45,500 employees working in an environment that is over 80% compliant with this Atos Campus Pack. Another 12,315 are working in an environment which is over 50% compliant with the Atos Campus Pack.

By the end of 2011, our new **Atos Campus in Pune, India**, implemented nearly 90% of the Campus Pack ideas. The Pune Campus will be the headquarters for Atos business technologists in India and will play a strategic role in the Company's operations, allowing it to become a key global delivery center and the innovation hub for Atos. The campus will also be home to the new Atos Future Center, where technology innovations from the Scientific Community will be developed and showcased. It has been awarded the Gold Certification for Green Building and a Platinum Certification for the interior fixtures.

# A global framework to engage our employees through structured recognition and rewards

One of the most important building blocks of Wellbeing@work is focused on recognizing and rewarding employees, while encouraging the development of their abilities by providing the possibilities and supporting tools. Recognition is an area that is regularly mentioned in employee surveys that needs more management attention. It is particularly important in a company like Atos where our 74,000 highly skilled professionals are our most important asset.

### Accolade – rewarding achievement

As a company, we recognize that public and official awards are extremely important for motivation. The Atos Accolade program enables managers to give public recognition to employees who have done something special. This global program makes it possible for a manager above a certain level to publicly recognize and reward key individual or team achievements. At the same time it recognizes positive behavior and attitudes that reflect our values.

Accolade has been implemented in 6 countries and business units, UK/Ireland, North America, Iberia, Asia Pacific, Major Events and IMEA and in 2011 there were 2,820 rewards issued to employees. In 2012 we aim to implement this award program in all remaining countries by the end of the year.

**In Spain** over 300 Accolade nominations were received and 64 employees were awarded the gold, silver or bronze prize. The gold winner will receive a diploma and enjoys a special ceremony with all members of the local executive committee.

We are determined to collectively focus much more on our external clients. They are key to our success and need to be at the center of our attention. This why we have differentiated two kind of Accolade: my clients (award dedicated to external clients) and my Colleagues (award dedicated to

internal customers).

Accolade will be implemented in all GBUs by September 2012. Targets have been set and more than 6,000 Accolades are expected to be delivered. We are also working on a web-based solution that will facilitate the whole process. It will make Accolade user-friendly for all.

### Employee Stock Ownership Plan (Sprint) – Placing people at the heart of our development

'Best-in-class' businesses place their people at the heart of their development. Sprint 2011, the latest Atos Employee Stock Ownership Plan, does this by enabling our people to invest in Atos stock on preferential terms and share in the value that Atos creates. Launched in 14 countries to over 55,000 employees, the plan has helped to unite employees from Atos Origin and Siemens IT Solutions and Services in the new Atos and engage them in a common vision. Participation rates have been high: in 2011 over 2,500 employees subscribed, due to a plan design that offers a discount on the share price and in most participating countries the plan provides a minimum investment return guarantee, leveraged profit calculation and protection from stock market volatility.

### 2011 Success Stories

We have also developed a new global team award, the Atos Success Story award which recognizes the success of a team with our clients. One award is made for each of our five key markets and is given directly to each team by our Chairman and CEO at a ceremony in front of their peers where all team participants receive a diploma and a gift.

# 2,820

Accolades were awarded to Atos employees in 2011.

“Let’s keep up the great achievement and keep our team spirit going so we can repeat our success again and again!”

**Joe Cheng**, Managing Director, Atos Taiwan, winner of the Success Story Award

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## CASE STUDY

### Local Technical Recognition Award celebrates technological expertise

In 2010, Atos Netherlands decided to create a recognition program for employees who showed extraordinary technology skills and exemplary behavior towards their peers and Atos clients. This Technical Recognition Program was set up with executive sponsorship from the Dutch Management Team and organized by a Jury with representation from all service lines. Candidates for the title of "Distinguished Member of Technical Staff" are judged on technology skills, visibility inside and outside of Atos, communication skills and representative behavior. The jury decides

on one, two or three winners each year, who are then appointed for a period of three years, they receive a financial bonus and are allowed to visit a relevant industry conference each year. In 2011, three winners were selected for their excellent performance within Atos: Martin Koot for his outstanding work in datacenter architecture, customer focus and operational troubleshooting, Pieter Joost van de Sande for his contribution to the open source community and Mischa van Oijen for his contribution to the Zero email™ and Wellbeing@work program.

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**Atos Worldline Belgium** has an additional way to reward employees, via the Customer First Award. Nominees are congratulated during company meetings with all employees present and receive a symbolic gift.

**Atos Netherlands** organizes yearly Sales Awards which celebrate successful deals and projects. Nominees present their deal or project and the sales and management community select the winners. Presentation skills, persuasion, passion and client involvement are key ingredients to improve your chances.

**The President's Club** initiative was launched last year as an acknowledgment of the crucial role Sales plays in ensuring our company success. Part of the Wellbeing@

work ambition and the eXpand program, The President's Club recognizes how winning new business and signing new contracts continue to be key for our long-term success and the sustainability of our growth. It is awarded biyearly based on the highest Order Entry or the highest account growth in nine different categories. Winners will become President's Club members for one year, and are invited to an Atos Group Management Meeting. They are also invited for lunch with Thierry Breton and they will join a trip with their partners (in H1 2011, the trip was to Singapore; in H2 2011, the winners were invited to Lapland). In addition, President's Club members have the opportunity to visit the Green Data Center opened in Helsinki in H2 2011.

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## Skills and Competencies

### Developing new ways of learning, career paths and knowledge communities through a Human Capital Framework

Our ability to deliver value to clients is based on the individual and collective skills of our people. At the same time, our employees face increasingly complex and changing demands in connection with a wide scope of technologies. To this end, we need to ensure that our workforce competencies are adapted and fulfill these demands every day.

It is therefore a top priority for Atos to ensure that our people have the right blend of skills and experience to meet the needs of our clients through enhanced development and employability.

#### Developing Skills & Competencies [LA10, LA11]

At Atos we understand ambition - and we know that developing talents is key for the future of our company. The Atos University and other Learning & Development programs are here to help every employee reach its potential. We also promote on the job learning experience, a very effective way for our engineers to develop the specific skills and competencies they need to move ahead in their careers.[LA10]. With 28 hours of learning per employee on average throughout the year, Atos has kept

# 1,200

were trained in Atos University in 2011, through its international programs.

up a solid people development effort in 2011, despite the focus on the Siemens partnership, the merger process the organization was involved in, and the context of economic crisis.

The main objectives of Atos' corporate learning in 2011 were:

1. To integrate Atos Origin and Siemens IT Solutions and Services people development practices into one state-of-the-art global framework shaped to support the company's growth ambition;
2. To pursue the Atos University programs, supporting the company strategy execution since four years, by developing the roles that are critical for success;
3. To support the company cultural transformations such as the Zero email™ ambition or Wellbeing@work with appropriate change management programs.

The achievements made have been substantial on all dimensions, thanks to an effective and fruitful cooperation between the HR Learning & Development teams and the different stakeholders involved in the initiatives, from the business side or other parts of the HR organization.

The new company learning framework has been defined and implemented straight away, with a 60% completion rate at the end of 2011. The framework is based on a new Learning & Development policy, and consists of global processes and tools - including the essential "myLearning" portal, which will stand as a single point of access to all learning opportunities for all Atos employees, and a powerful Learning management organization extended by an external partner for administration and external training management.

**Atos University**, the company's corporate university, trained nearly 1,200 people in 2011 through its international programs. Critical populations were involved in dedicated training programs, such as Global Sourcing for sales, Distributed Delivery for senior project managers, HR Business Partner for HR managers, or the Lean Academy to keep on building a wide competence center to deploy Lean inside out across Atos businesses. Furthermore, the Gold program supported by HEC Paris, to develop the company High

Potentials through a customized Executive MBA, has accelerated its pace with two intakes of 40 participants per year as from 2011 onwards.

Atos e-learning libraries cover a very wide range of topics, including English language, IT, project management, personal development, leadership, and custom contents on the company's offerings, tools and processes. Nearly 15,000 employees already benefited from this new approach, providing them with the knowledge and skills required to meet the needs of our clients today and in the future, while extending the Wellbeing@work in the same time.

In the near future, Atos also looks at how new ways of working enable the organization to enhance learning experiences through the use of social media. The Zero email™ ambition program, and our Enterprise Social Network project in particular, drive social innovation within our company, unveiling new ways of learning, from informal interaction with peer experts and communities. Soon, all our employees will live those changes and benefit from them.

### MySkills

MySkills is the global central repository for all skills of all Atos personnel. This Skills & Competencies system aims to enhance the storage of our capabilities (skills) in a revised, expanded framework. This will enable us to better match requests to availability, create more professional networking between employees and enable the company to have an instant overview of competences by service line, geography and skill level. As a part of this, the Skills & Competencies Catalogue will support our initiatives and efforts to become a more integrated and global company. This will be used for:

- Operational Resource Management
- Workforce Management
- Bid Support.

MySkills has been implemented in 2011 and to date more than half of all our employees have entered their skills in the system while former Siemens IT Solutions and Services staff could only access the system by the end of the year. The aim is for 90% of all employees to have completed their skills by the end of 2012.

**"We're creating an environment in which people can be successful and in which their contribution benefits the company as a whole!"** **Ron Hofland**, Head of Global Workforce Management



## We take ownership from **A to Z**

“My induction gave me a head start on building up my internal contact network so today, I feel confident in navigating my way through the organization.”

**Sangeeta Dewan**, New Business Sales  
Executive, UK Sales Occupational Health

## Reinforcing the Atos identity and strengthening a sense of belonging.

On July 4 and 5, 2011, we launched our new Atos brand and invited our 74,000 business technologists to join us in our journey towards One Atos. Our brand vision is based on uniting people, technology and business to power sustainable progress. We want to be recognized for helping clients picture the future they want to create, and bringing experience and talent to their projects so they can write their history. Creating Firms of the Future, that are well-placed to succeed, ethical and sustainable and giving all the people involved a sense of accomplishment is what we most want to achieve. We aim to do this through our philosophy of business technologists, through our brand values and through excellent communication and Social Networks.

### IT was yesterday – today there are business technologists!

At Atos we think that a dynamic and changing business environment requires a unique type of professional – one that doesn't presume to know the answers. A professional who really listens and comes up with innovative answers to our clients' business challenges, working with them to create the Firm of the Future. Our employees aren't just techies or techies that lack business understanding. They are business technologists, constantly searching for the practical innovations and business trends that make our clients more competitive and drive their business transformation. We understand that successful change needs a human touch. So we listen carefully to understand our clients' challenges.

### Corporate values based on excellence

Our brand values are the core of our brand and the compass for our behavior. If we all live by these values, we act as One Atos to our clients, customers, colleagues and shareholders. The communication activities aim to show best practices and examples that demonstrate our values. As such internal communications in 2011 focused on building awareness of the new brand vision and our company values, and prepared a campaign to show our business technologists at work. This campaign, called “Over To You” will be launched in January 2012.

■ **Accountability** – We believe in accountability. Our clients ask us questions and we answer them – period. We take ownership from A to Z. We deliver what we say we will, not passing responsibility onto others. We hold ourselves accountable

to our clients and our colleagues for the outcome.

■ **Trust** – We believe in trust and team spirit and we value them highly. This means we always act with transparency and integrity, demonstrating mutual respect. We encourage open and honest feedback.

■ **Operational Competitiveness** – We wholeheartedly believe in operational competitiveness. We strive daily to add value and achieve excellence. We do so by being agile, lean and proactive, continuously looking for ways to do things better, faster, cheaper and stronger.

■ **Service to Clients** – We believe in being of service to clients. Together, we work to understand their businesses. We anticipate their needs and expectations in order to develop a mutual, long-term partnership. Proactive, we respond quickly, provide solutions and seek feedback. We foster a can-do attitude and a healthy team spirit.

■ **Innovation** – We believe in innovation. It keeps us sharp, positive, creative and enthusiastic. A cut above the rest. We welcome fresh ideas and inventive solutions. These means we continue to evolve, to improve and meet new challenges.

■ **Social wellbeing** – We believe in social wellbeing, in taking responsibility to sustainably improve life conditions for the wider community. We respect and support each other as individuals, always aware of the impact of our actions on others. We want to create an environment that allows all of us to reach our potential and objectives.

■ **Excellence** – Bottom line, we believe in excellence. We maintain the highest standards in everything we do, focus on results, act with ambition. It attracts the best people to us. Being the best gives us the competitive edge both for ourselves as individuals and as a company.

### Welcoming new Employees [EC5, EC7, AO12, AO13]

As part of the Wellbeing@work initiative, great attention is given to making sure that our new recruits feel part of an integrated group in their first days with the company. We reassure and inform them and promote their social integration within the company. Wellbeing@work has defined a Welcome Pack with different actions that are currently being deployed across Atos in order to ensure that:

■ New joiners are welcomed and feel

expected and they are provided with a proper work environment with the necessary tools and information so as to be operational as quickly as possible

- Their introduction, objectives and training needs are planned
- Their social integration within the company is organized.

Since the deployment in 2011, 3,560 new recruits have taken part in introduction days.

In most cases a new employee was assigned a Buddy to help during the first months with practical questions and feel at home quickly. Each new employee receives a personal welcome email from our CEO, which includes a link to the e-welcome book with all the relevant information for a new recruit [A013].

«We attach special importance to understand employees' perceptions & expectations to better focus our efforts to become a Great Place To Work.»

**Eric Martos, Group Wellbeing@work Program Manager.**

721

ideas were posted from 23 countries in our idea management platform, in 2011.

44

of these ideas specifically related to sustainability improvements.

Atos strives to mainly recruit locally. On average, 92% of Atos' recruitment is local (national employees) and the percentage of local employee is 94%. Also, average, 95% of our managers are national employees [EC7]. Also, Atos offers new employees solid contracts. Only 2% of the Atos employees are on temporary contracts, the other 98% have permanent contracts [LA1]. In all the countries where the Group operates, Atos is above the local minimum wage when considering in local policies [EC5]. Also, equality between men and women is deemed very important at Atos. On average, the female/male ratio in an annual basic salary is 0.78, which means that women on average receive 22% less salary than the men in our organization given the heterogeneous representation of females along the hierarchical pyramid [LA14]. Atos is working on improving this.

One of the key elements of the Welcome Pack are the lunch and breakfast meetings for new employees with the local CEO to have open discussions on the company's strategy and activities. Since the program was introduced in 2011, 1,754 new recruits have enjoyed these sessions with their local CEO. [A012]

#### **Building collaborative communities**

Through the Wellbeing@work program we have also launched a number of initiatives to create an environment in which it is easy to connect with colleagues, work together and have fun together. Our Facebook pages now have over 3,000 friends and LinkedIn 44,000 connections. Through the enterprise Social Network Yammer more than 14,000 employees connect on a daily basis to discuss projects and share activities. In 2012

we aim to further deploy our enterprise social media strategy.

#### **Fresh Ideas Start Here (FISH) - Atos' collaborative idea management program/platform - sharing ideas globally and locally**

FISH encourages the collaborative sharing of ideas to make Atos more efficient and innovative and build excellence amongst the Atos community. Employees can propose ideas for peer review, as well as submit their comments and feedback on other people's ideas. Ideas with the most positive votes from the FISH community are examined in detail by management to see how they can be taken forward. In 2011, 721 ideas were posted from 23 countries, of which 44 were specifically related to sustainability improvements.

In 2012, FISH will continue and be re-booted with a more simple process and easy-to-use structure. The new structure will consist of three main sections, in line with the Group's core initiatives (TOP², eXpand, Wellbeing@work), and specific initiatives / challenges (customer co-innovation, GBU/SBU challenges, Sustainability, etc.).

#### **Keeping our eye on the future - The Scientific Community**

The Scientific Community was launched in 2009 to highlight the importance of a proactive approach and the need to identify and anticipate game changing technologies. Composed of 90+ members, all possessing different skills and backgrounds (from science to technology), its aim is to help Atos anticipate and craft its vision regarding upcoming technology disruptions and the new challenges facing our industry.



## CASE STUDY

# Inspiring technology for the London 2012 Paralympic Games



**Atos**  
Worldwide IT Partner



**20**  
sports

**21**  
venues

**4,200**  
athletes

As Worldwide IT Partner of the International Paralympic Committee (IPC) and under the direction of the Organizing Committee, Atos is responsible for leading the consortium of technology partners to design, build and operate the massive, mission-critical IT infrastructure and solutions that will support the Paralympic Games. For us, the Paralympic Games are true examples of human achievement, powered by technology. As business technologists who have been making it all possible for the last two decades, we're thrilled to be part of it. Atos began its active involvement with the Paralympic Movement in 2002. Atos has been the IT Partner of the 2002, 2004, 2006 and 2008 Paralympic Games. In January 2008, Atos became the official Worldwide Information Technology Partner of the IPC. Atos has been a strong believer in this international movement empowering people and helping them achieve goals they might not have otherwise believed they could attain.

The Paralympic Games provide a stage for all athletes with a disability to demonstrate their strong spirit of meeting challenges as well as inspire and excite the world with their performances. Atos involvement reflects the recognition of the spirit, values and dignity of the disabled athletes and the Paralympic movement. Atos hopes the Paralympic Games can further promote such a spirit and attract other companies and individuals to support the Paralympic Movement as well.

### London 2012 Paralympic Games IT - Adapting to Paralympic requirements

Atos adapts and provides all the Games application needed for the Paralympic Games and ensures the same quality level for this unique event as for the Olympics. Atos works following the motto "Two Games – Same Excellence".

The IT for the Paralympic Games is built on two main systems:

- The Information Diffusion System that relays results and athlete information to athletes and media during the Paralympic Games. It is based on the system used in the Olympic Games and has been modified to meet the specific Paralympic requirements.
- The Games Management System that provides staff information management, accreditation, transportation and accommodation schedules, medical encounters reports, sports qualifications and protocol information. Most systems are the same as those being used in the Olympic Games while some of them have been modified to meet Paralympic requirements.
- Atos is further contributing to the Paralympic movement by designing and building the site [www.paralympic.org](http://www.paralympic.org) that aims to be the world's leading source of information about the Paralympic Movement, its athletes and its sports.

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## Earning the right to be a Great Place to Work [A02]

When it comes to creating a Great Place to Work, we need to have a clear view on where we are now, what we need to improve and where we can excel. In order to measure and benchmark the quality of our working environment to the best references across the world, Atos has engaged the renowned and independent Great Place To Work Institute.

### Taking the First Steps

By the end of 2011, the first surveys had been conducted in Belgium (AWL), Brazil, Canada, Finland, Germany, India, Spain, the US and the UK targeting some 30,000 employees. The Brazil survey has now been audited and Atos is currently ranked in the top 20% of companies in the country. The aim now is to improve the rating in 2012 so that in subsequent surveys it enters the top 10% and so officially qualifies as a "Great Place to Work".

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### TESTIMONIAL

## Finding strengths Employee commitment to Atos

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**Maria José Rodríguez Seco,**  
People Development  
HR

"Although it was a risky challenge to launch the survey under the difficult economic situation, we feel comfortable with the results.

Analyzing the results we cannot ignore the current social/economic context. Taking this into account, we can conclude that there are some strengths that becomes values of our company: team working, flexibility, confidence (people are given responsibilities and have a certain independence to do the job) remains in time. On the other hand, there are some other values such as credibility or communication on which we have to work hard to improve and we need to be focused on those which are not so linked to the consequences of the crisis.

Considering the ratings and the analysis of the percentages of the ratings, we see that 42% of the answers are concentrated on 3. This means that if we implement some specific actions for improvement we could move some of the answers to 4 or even 5, being optimistic.

Now, the conclusion will be analyzed and an action plan will be designed.

Although the final score is not satisfactory and there are some main topics we need to improve, it is good to hear that the majority of our employees would like to work in Atos for a long time and they are committed to the organization. Our improvement plan will keep this spirit."

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### CASE STUDY

## Atos Brazil a Great Place to Work

The Great Place to Work (GPTW) survey launched in Brazil in 2010, was the departure point for our initiatives to measure and improve the Wellbeing@work of our employees worldwide. In 2011 Brazil was the first out of 10 countries to reach the top 20% of best companies to work for in Brazil. Following the result of the survey, Brazil has addressed several improvement areas. These include training (create and implement a training program in the region, using the global frameworks and infrastructure), benefits (health plan improvement, harmonization of benefits), recognition (Accolade implementation), as well as the launch of the survey in Argentina, extending their ambition to be one of the best companies to work for in Latin America.

A key factor for our success in 2011 was the involvement of our management team in defining the actions to be taken as well as

their continuous communication with our staff. Some voluntary and nominated managers were chosen to review survey results and design an action plan for improvement. This year employees will contribute in an interactive way, by giving their opinion regarding the actions we are planning.

This is a process of continuous improvement, the actions are not always quick to implement, but it is necessary to initiate and pursue the best for our employees. Atos has the ambition to be among the 100 Great Places to Work in 2012.

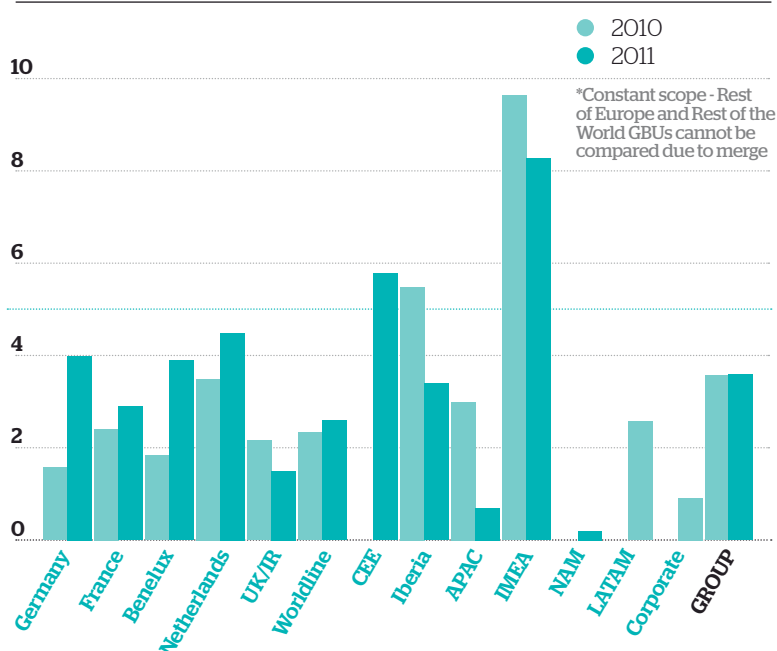
We are currently extending the surveys throughout our organization, including new countries such as the Netherlands, the Philippines, Poland, France, Denmark, Sweden, Switzerland, Turkey and Italy. At least 20 countries will compete covering more than 70% of Atos employees.

# KEY PERFORMANCE INDICATORS OVERVIEW

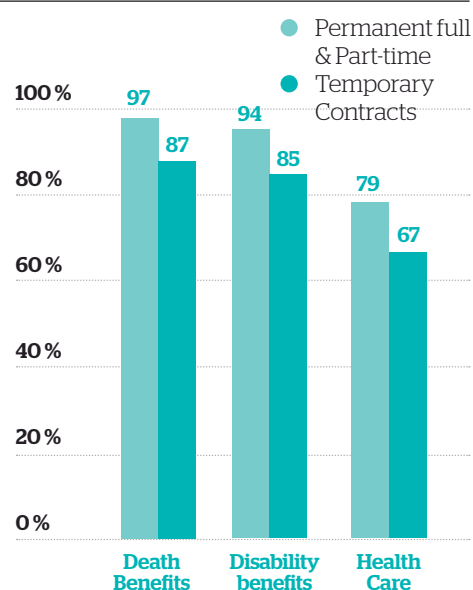
## Management diversity ratio – Males/ Females split [LA13]



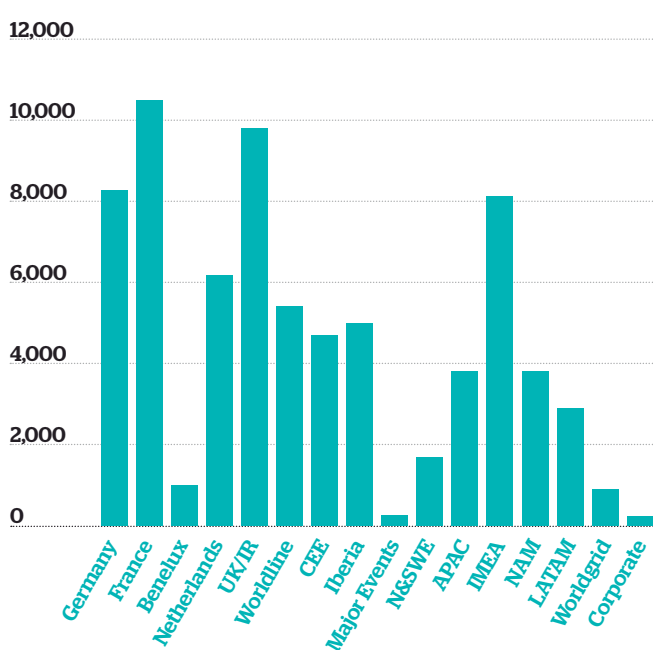
## Average number of days of training days per employee per region [LA10]



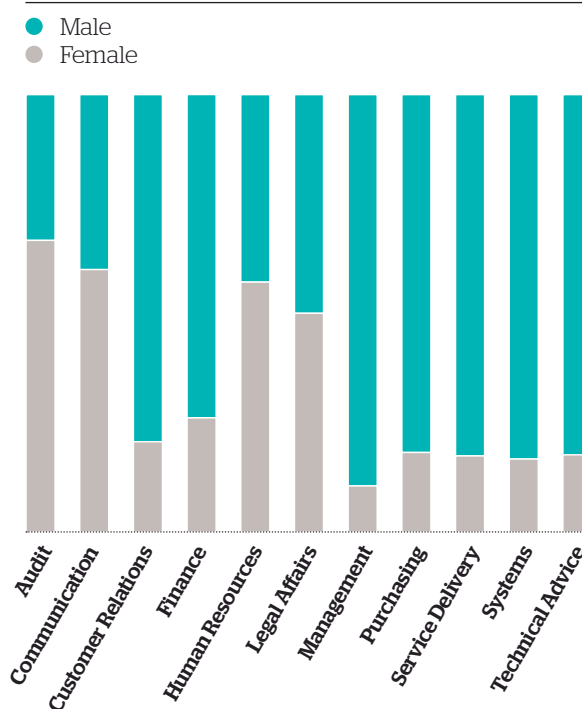
## Employees participating in risk benefit arrangements per contract type [LA3]



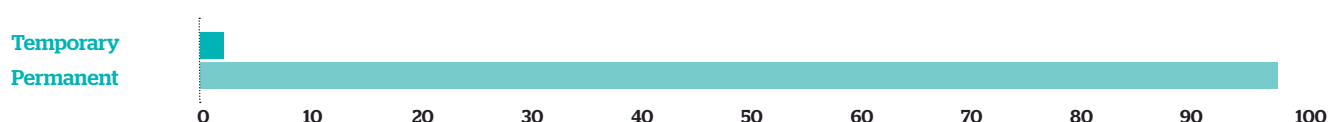
## Total workforce by Region (as on 12/31/2011) [LA1]



## Male/ Female split per job function [LA13]

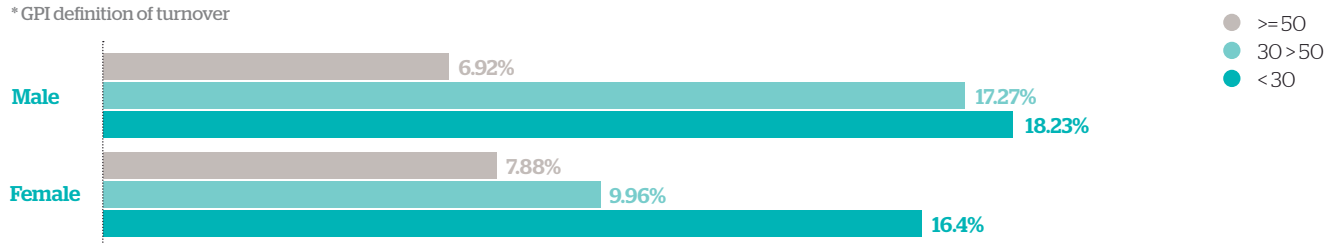


## Total employees breakdown per contract type [LA1]



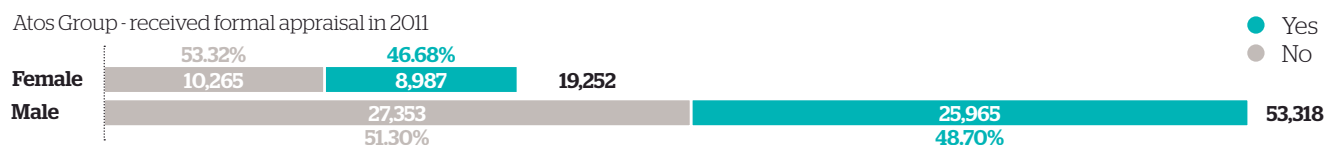
## Employees turnover by gender and age\* [LA2]

\* GPI definition of turnover

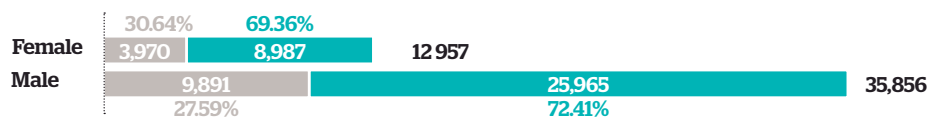


## % of employees receiving regular performance and career development reviews [LA12]

Atos Group - received formal appraisal in 2011

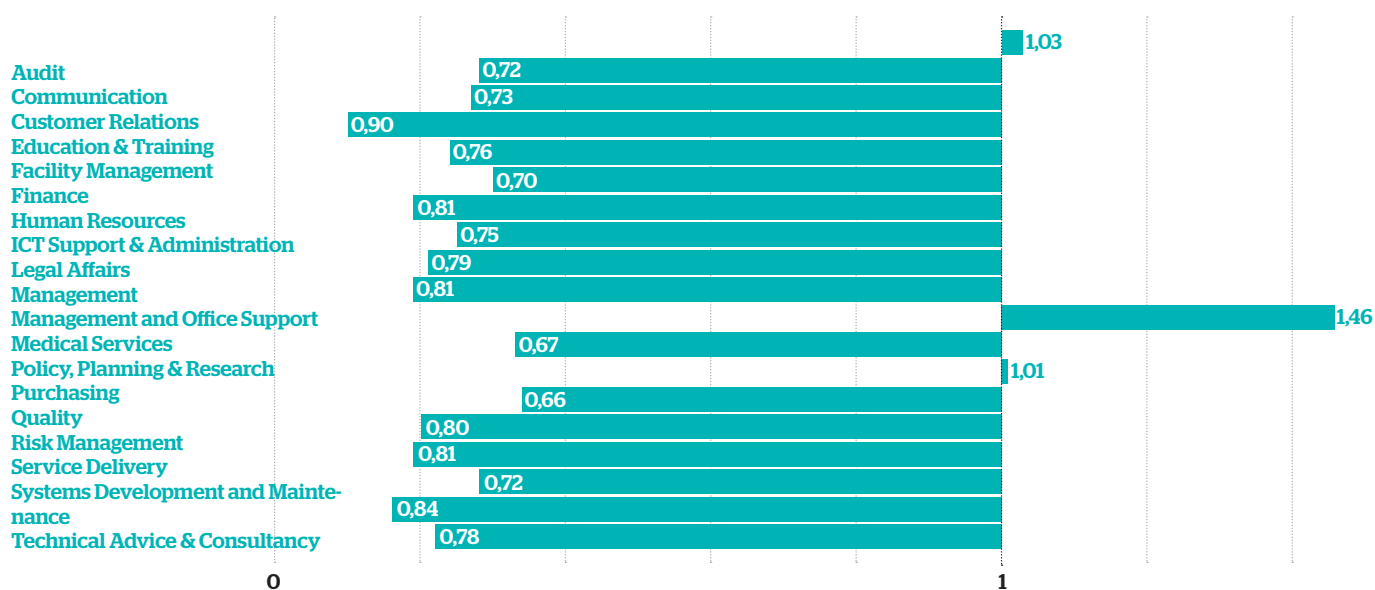


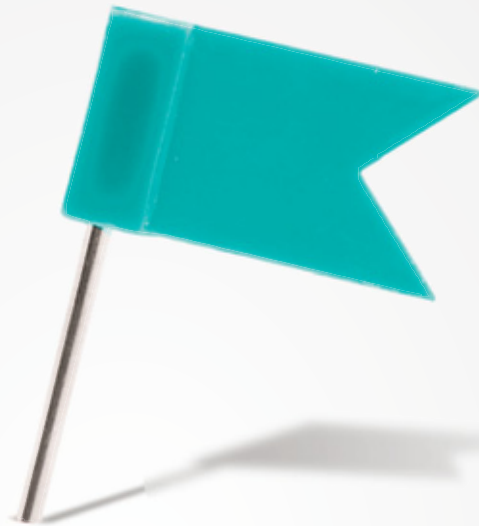
Ex-Atos Origin - received formal appraisal in 2011



## Ratio Female/Male average annual basic salary\* [LA14]

\*1: salary equality, <1: male > female, >1: male < female





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# **Responsible** Citizenship

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**Corporate citizenship forms part of Atos' identity and what we do around the world**

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## KEY ACHIEVEMENTS

- 4,446 employees engaged in 265 social and charity initiatives.
  - Atos supports 40 volunteers working to support the London Olympic Games.
- 

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### Social engagement and innovation [EC1, EC8]

As a leading international IT services provider, we understand that our activities and IT services in general are fully integrated into people's day to day lives and can contribute to creating long-term value to society at large. Corporate Citizenship is not simply a badge that we wear because it's fashionable; it has always been part of "who we are" and "what our employees do" around the world. At Atos, we recognize the teambuilding and motivational opportunities afforded to our people by helping them to participate in community-related initiatives.

#### Atos supports social and environmental initiatives, underpinned by two clear drivers:

- Our commitment to contribute to society at large through social business innovations that will immediately benefit people or planet. This is also supported by our stakeholders and together we are looking at joint initiatives - through the stakeholder engagement program - to accelerate sustainable progress.
- Our commitment to improve wellbeing, both at work and in the wider community in which we operate. Ensure a safe and healthy environment, an environment for personal growth and development, a good work/life balance and enable people to create a bridge between personal and professional values and passions.

#### Atos contributes to communities worldwide and enhances their wellbeing and prosperity

Through global and local projects and initiatives. These mainly involve businesses and employees in local community projects, help for communities in need, humanitarian relief and medical research. In the last few years, many of our employees around the world have been committed to reaching out to their communities, through voluntary work IT support, donations schemes, partnerships with humanitarian organizations and financial support.

In 2011, 4,446 employees took part in 265 programs worldwide. The initiatives ranged from social engagement through free IT teaching and projects, to sporting activities that help raise funds for charities. Atos aims to apply its core skills and competencies for free to help charities and NGO's to improve and progress. In addition we support fundraising activities for a wide range of charities, whereby sport is a recurring theme to build bridges, improve health and wellbeing, and encourage team spirit.

**4,446**  
employees engaged  
in 265 community  
projects around the world.

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## CASE STUDY

### The Olympic Volunteer Program

Since 2004 our volunteer program has supported Atos' commitment to inspire and engage employees. With the London Olympic Games in 2012, the program will allow employees to experience sport and IT at its highest levels and explore opportunities that exist outside competition. The Atos Olympic Volunteer Program is incredibly exciting as it has allowed us to identify a dedicated offering of roles which will guarantee some employees will have the chance to play a part in the greatest sporting event on earth. With the support of our Olympic team on the ground, they will receive all the help they need to ensure they

can make the most of this once in a lifetime chance and bring their very best to the role. In line with the spirit of the Olympic Games' movement, this program is volunteer-based. The performance of each volunteer contributes to the Olympic success of thousands of athletes, millions of spectators, and billions of viewers!





**1.1 million baht**  
distributed to more  
than 70 employees  
who experienced flood  
damage in Thailand.

**Atos Spain** supports AGENT-DYSL with the development of an intelligent system for reading assistance for school age children with dyslexia to improve their reading. The Intelligent System builds and maintains individual profiles through observation of each child while reading the text on the display area of the system and by the recognition of reading errors. These individual profiles are used to decide how to change the display of text, so that the reading ability of each child improves. In addition to "listening to children read," the AGENT-DYSL system can "see" the children as they read. Using image analysis techniques, the system can evaluate the emotional and physical development, and dynamically adapt the presentation of the document accordingly. This system has been conducted in four languages, English, Danish, Greek and Spanish and is currently being validated in different educational institutions.

**The Atos Cycling Tour**, organized by the Dutch organization and established in 2005, raised EUR 14,500 for the Children Cancer Fund. The team, consisting of 50 cycling colleagues from the Netherlands, Germany, Belgium, France, UK and even Singapore, started their journey in Paris where they were welcomed by our Corporate Management team to wish them a safe trip. From there they cycled 470 kilometers in 2 days, to arrive at our offices on the High Tech Campus in Eindhoven, the Netherlands. Preparations for the 2012 Atos Tour have already started.

More than 1 million Thai baht was raised for **Atos Thailand** workers hurt by the recent flood crisis in Bangkok. In 2011, Thailand, along with other Southeast Asian countries, experienced catastrophic flooding resulting from an unusually high amount of rainwater collected during the monsoon season. While the Atos Thailand offices were located in a section of Bangkok that remained dry, many employees living in the outer areas of the city were affected, with some experiencing extensive damage to their homes and property. The Atos Thailand Human Resources department and the Emergency Response Committee launched a charity drive in October to raise money for those who experienced damage. Atos Thailand raised 235,000 baht, due to employee donations and matching contributions by Atos Thailand CEO Mathew Taylor and the local company. Meanwhile, other Asia-Pacific countries generously raised 290,000 baht. Along with the 600,000 baht supported by Atos Headquarters, the amount raised totaled more than 1.1 million baht. This was then distributed to the more than 70 employees who experienced flood damage. In addition, Atos Thailand offered interest-free 60,000 baht loans to those who reported damages, to be paid back over the course of 12 months. Also, for those whose homes were uninhabitable during the crisis, Atos Thailand offered support in the form of free accommodation in local apartments and hotels.



# 100

**Atos' team walked 100 km in 24 hours to raise funds for Oxfam Australia.**

**Atos Germany** supports Startsocial, both financially and by encouraging social engagement of its employees via a volunteer program. Startsocial, whose patron is the German Federal Chancellor Angela Merkel, organizes an annual competition, which provides 100 social projects and a three month coaching period. Jurors assisting in two project selection phases and coaches engaging with "their" project are volunteers. The seven most valued projects at the end of the competition receive additional financial support. In 2011, ten jurors and three coaches during the 2011 competition were Atos employees.

Employees at **Atos India** are very engaged in social initiatives such as the Tree Plantation event in 2011 where volunteer employees plant saplings that can be fruit bearing or have medicinal value etc. to help poor farmer's achieve their targets and earn their livelihood. This was a remarkable experience to remember for all employees. These activities are conducted in rural areas, and Atos contributes a considerable amount to the welfare of the children's education in that village.

Another remarkable project in India in 2011 was the Turtle Walk – about 40 employees from different business units at Chennai gathered near the Neelankarai beach on the shores of the Bay of Bengal, at midnight, to walk for 6 kilometers along the coast and collect the eggs of Olive Ridley turtles.

In **Atos Australia** a team of employees walked the 100 km Oxfam walk to raise funds for the Oxfam organization. Oxfam Australia is part of a global movement of dedicated people working hard to fight poverty and injustice. Team Atos (the walkers and their supporters) hold fundraising activities all through the year to assist in the fundraising target. All employees support the fundraising efforts through personal donations and attendance at fundraising events. The company matches the employee fundraising efforts dollar for dollar. The team walked the 100 km in around 24 hours.

In terms of social engagement, **Atos France** supports "Energie Jeune", an organization committed to preventing young people from dropping out of education. The aim of the program is to apply Atos' knowledge to help young college students with their studies. By creating awareness amongst the students on the opportunities a good education can bring, they get more involved in their studies. Atos employees volunteer their time and skills and the first feedback has been very positive, both from our employees and the students. At present we have 10 employees engaged in this initiative and for 2012 we aim to increase the number and widen the initiative throughout the country.

In 2011, and for the first time as Worldwide Partner of the International Paralympic Committee (IPC), **Atos Group** supported Sport Development Initiatives through a Corporate Donation. Marketing material of the Atos University (2,926 items such as shirts, bags, trousers, caps, etc.) will go foremost to athletes with a disability via the involved National Paralympics Committees (NPCs) and countries and volunteers in charge of coaching, refereeing and national classification of athletes.

One of the projects that have benefitted from the material was the IPC Youth Workshop which took place in February in Rwanda. This was an exciting initiative to train participants to develop and implement a Paralympic Youth Sport Program in their own countries.

In total, Atos has spent more than €540,000 on funding for social communities in 2011. This amount includes donations to charity and social communities plus the commercial initiatives as defined in the London Benchmark Group (a reference model used for Atos to report on the Social Contribution) [EC1]. Atos' Community Investment in 2011 amounts to more than €2.7M [EC8].

A total amount of €8,292,550 was received in financial assistance from governments in 2011 [EC4].

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## CASE STUDY

### **BERL – sustainable bio-diesel production program in Malawi**

Atos supports a sustainable Jatrophia enterprise in Malawi, which was initiated in 2008 by PostNL, (formerly TNT Post), and Bio Energy Resources Ltd (BERL) who are both partners of the World Food Program.

#### **Fight hunger and boost the local economy**

The aim of BERL is to build a sustainable local business model to fight hunger and boost the Malawian economy. The fundamentals of this model will give Malawian smallholder farmers a sustainable cash crop in addition to their food crops. The farmers plant about 600 Jatrophia trees as a barrier around their land, avoiding competition with their food production. The Jatrophia trees take up extra CO<sub>2</sub> from the atmosphere and produce nuts that BERL

then buys, giving the farmers an additional source of annual revenue. The nuts are ground in a factory set up and managed by BERL, and produce oil that provides a renewable fuel that can be mixed with traditional diesel.

BERL is responsible for the full administration of these processes and, until recently, used a simple registration system as well as paper administration for this. BERL needed a better overview of the status of different business processes, such as preparations for a new season and planting work, checking the land eligibility, and quality checks (GPS evaluation) on existing parcels.

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### **Social business innovations to benefit society and our planet at large**

**At Atos we believe that Information Technology is the engine of sustainable progress for companies, organizations and society at large.**

We are always looking for innovative and rewarding projects where we can leverage new technologies for our client in a responsible way and which act as a major lever to enable societal changes and create progress.

#### **Increasing online accessibility to medical information**

Atos has developed and coordinates the integration of all of the elements of the KHRESMOI European project. This increases online accessibility to reliable medical information for both the general public and medical experts. Through this system, Internet users will be able to search and access reliable health information in their local language, generated from various medical information sources (scientific publications, image banks, pharmaceutical databases, etc.).

#### **Olympic values promotion to Spanish youth via public education**

Atos has designed the technical platform that will promote the Olympic values at schools in Spain. Developed by the Spanish Olympic Committee, the Ministry of Education, the University Camilo José Cela (Madrid) and Atos, the project aims to promote Olympic values such as team effort in the "Education

for citizenship" course.

#### **Towards a sustainable health lifecycle system**

Atos has long-term experience in providing IT services to the healthcare sector, including with AtosHealthcare in the UK, a division of Atos, that combines the Company's expertise in consulting, technology and healthcare to improve the way care is delivered. We believe that through the use of IT, significant progress can be achieved regarding life quality improvements, despite the current challenges (an ageing population, increasing demands on, and the cost of healthcare).

#### **Efficient online overview of pension details for all Dutch citizens**

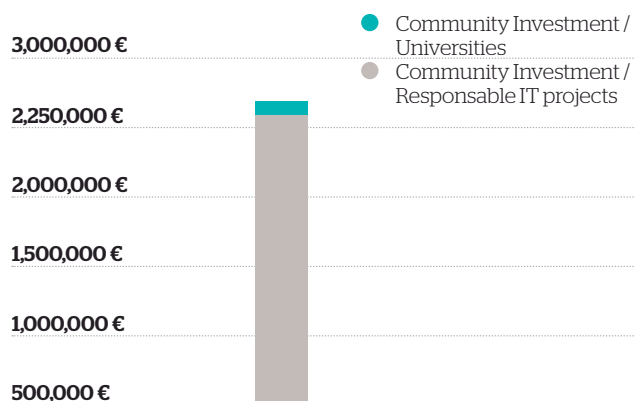
Atos designed, built, manages and hosts the "Mijnpensioenoverzicht.nl" website for the Stichting Pensioenregister, which aims to give Dutch citizens a clear insight into their (future) pension situation. Since the launch in January 2011, more than 3 million visitors found their way to the site and recently the site won the Dutch NAF Architecture Award for the easy-to-use structure.

See Chapter "Helping to Build the firm of the Future" for more information on sustainable IT innovations that help improve our community.

## KEY PERFORMANCE INDICATORS OVERVIEW

### Community Investments [EC8]

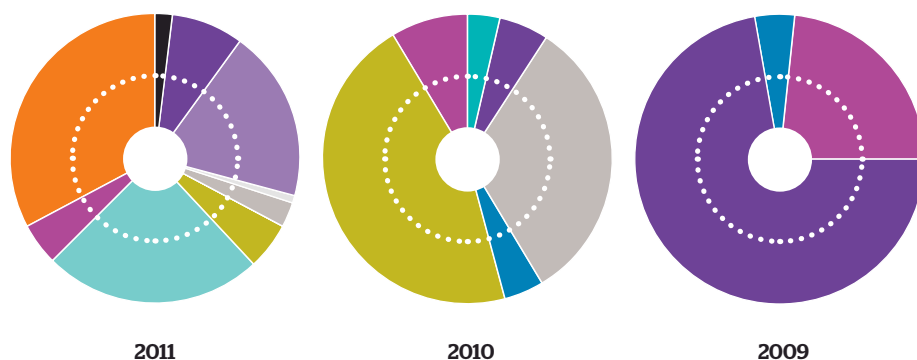
Investments for social innovation projects



### Atos funding for Social Communities [EC1]

Donations to charity and social communities

| <i>in EUR</i> | 2011           | 2010           | 2009           |
|---------------|----------------|----------------|----------------|
| APAC          | 13,780         | 0              | 0              |
| France        | 0              | 18,049         | 0              |
| Germany       | 52,640         | 26,412         | 125,000        |
| IMEA          | 123,863        | 0              | 0              |
| NAM           | 4,579          | 0              | 0              |
| BENELUX       | 18,465         | 152,887        | 0              |
| SAM           | 800            | 21,000         | 8,000          |
| IBERIA        | 33,800         | 217,000        | 0              |
| UK/IR         | 158,280        | 0              | 0              |
| WORLDLINE     | 30,173         | 40,000         | 40,000         |
| N&SWE         | 211,765        | -              | -              |
| <b>Group</b>  | <b>648,145</b> | <b>475,348</b> | <b>185,000</b> |





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# **Environmental** **Commitment**

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**Remaining true to our environmental commitments**

## KEY ACHIEVEMENTS AND KEY COMMITMENTS FOR THE PERIOD 2012-2015

- Atos opened a highly eco-efficient data center that provides the city of Helsinki with energy based on heat recovery.
- Atos has extended the Carbon Audit program to 11 additional data centers.
- A new partnership between Southpole Carbon & EcoAct was agreed to offset the Carbon from our hosting services for the full new scope of Atos' activities.
- To reach our zero carbon ambitions, Atos established a new objective for the three coming years (2012 - 2015) to abate by additional 30% our entire carbon footprint (2011 baseline).

In 2009, Atos made a commitment to abate its carbon Footprint by 15% by 2012 (using the 2008 baseline) at a comparable scope. The company has also launched a Carbon Footprint Abatement Program (CFAP) which aims to measure the CO<sub>2</sub> emissions on a yearly basis. The evaluation gathers data coming from all countries where Atos is located.

Following the methodology promoted by the GHG protocol, Atos measures direct and indirect GHG emissions. Thanks to a

strong mobilization mainly in travel policy and energy management in data centers, this objective was successively reached by 2010. In only two years the accumulated reduction of carbon amounts we reached was a total of a 34,6% reduction, at a comparable scope.

## Improving our environmental performance

**45%**  
is the amount by which  
Atos aims to reduce its  
carbon footprint by 2015.

### Decarbonizing the Firm of the Future

Decarbonizing the Earth is part of any company's responsibility. It means not only considering the environment as a precious resource, but it also means addressing the living conditions of people and communities and to anticipate the consequences of today's actions for future generations. It implies transforming the current exploitative business paradigm to one that aligns social, environmental and economic factors; responsible business equals good business sense. Decarbonizing also requires a company to address its impact on climate change by integrating a low (even zero and sometimes net positive) carbon strategy into processes, corporate values, and of course, the performance management of the business. Firms of the future need to make carbon management a pillar of their business strategy. At Atos, we believe that the implementation of an Ambition Carbon Free initiative not only strengthens the stability of a company but also reinforces its competitiveness.

### Our zero carbon ambition: a plan in action [EN3, EN4, EN5, EN6, EN7, EN16, EN18, EN19]

Since 2008, Atos has undertaken an annual evaluation of the carbon footprint of the entire company, including all its activities. This initiative involves identifying the main sources of emission and taking the right actions to reduce the volume of CO<sub>2</sub> (directly or indirectly) emitted. **Our initial objective was to abate the carbon footprint of Atos**

**by 15% over the period 2009-2011 (2008 baseline). Thanks to many efforts, we succeeded in reducing it by 34,6% (at constant scope) within 3 years (2009-2011).**

In 2011, Atos produced 310 000 tones CO<sub>2</sub> eq for all activities worldwide. This volume covers the former Atos Origin scope for the first semester 2011, and the new Atos perimeter for the second semester of the year. The contributions are respectively, 41.5% for data centers, 32% for offices and 26.5% for transport.

The countries assessed are: Australia, Austria, Belgium, Brazil, Bulgaria, Canada, Chile, China, Colombia, Croatia, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hong Kong, India, Indonesia, Ireland, Italy, Japan, Luxembourg, Malaysia, Mexico, Morocco, The Netherlands, Philippines, Poland, Portugal, Romania, Russia, Serbia, Singapore, Slovakia, South Africa, Spain, Sweden, Switzerland, Taiwan, Thailand, Turkey, United Arab Emirates, United Kingdom, United States of America, Atos Worldline. The calculation includes direct and indirect emissions of CO<sub>2</sub> generated mainly by commuting, travelling, data-centers and buildings.

Considering the increasing pressure on IT (partly due to the digitalization of the economy) and the vastly increased size of Atos following the merger of Atos Origin and Siemens IT Solutions and Services), Atos decided to reinforce its efforts to tackle climate change. In this connection, in 2011

**1,462 Kwh**  
**was the amount achieved**  
**in 2011 through energy**  
**saving measures in our**  
**data centers**

the company set itself a new objective for the three coming years (2012-2015): to abate by an additional 30% the whole carbon footprint of Atos (using 2011 as a baseline). This objective is broken down as follows:

- 30% CO<sub>2</sub> for buildings and travels (2011 baseline)
- 30% the CO<sub>2</sub> resulting from data center operations (2011 base line).

To reach the target, we look at different areas such as the carbon embedded in IT equipment, energy consumption (electricity fuel or gas, for instance), and waste management. In this respect, we have identified several levers contributing to the effort of energy management and carbon reduction:

- Energy management in data centers by acting on IT infrastructure (e.g. cooling, space room organization, cold corridor optimizing air flow, etc.) which can bring significant energy savings.
- Energy building management leading to savings of up to 20% of the energy bill (optimizing the energy consumption of heating, ventilation, and air conditioning, lighting, etc.) with a view to reducing the electricity consumed by the building by 15% to 20%. The DESIMA solution, a coherent set of demand response and energy management software tools developed by Atos, is implemented in the Atos headquarters in Bezons. This solution is likely to be progressively extended to other new Atos sites.
- Energy desktop management allowing us to potentially reduce our energy bills by 30%. IT equipment is a source of energy consumption. Atos is currently experimenting with different solutions to reduce the electricity bill and the carbon footprint of its IT infrastructure. By setting the workstation to switch into sleep mode when unused, but adjusting the processing power and the frequency of the processors

according to the usage mode, some software is expected to save up to 50% of energy consumption. One of the objectives is to implement such a solution internally as the return on investment will have positive impacts on both finance and environment. At a second stage, this type of solution could be incorporated to one of our Global Key Offerings (Adaptive Workplace), managing workplace infrastructure while improving financial and environmental aspects.

- New ways of working based on new technologies (Office Communicator systems, Microsoft), allowing remote working, reducing travels needs, increasing productivity, and improving the work/life balance with a positive impact on environment. Our Zero email™ policy is part of this approach. It should contribute to reducing the carbon footprint of employees in their daily tasks.

An employee of Atos is likely to receive approximately 70 emails per day on average, and spends around 5% (and up to 20%) of their time to writing or dealing with emails. Considering the estimated weight of an email (-19 gCO<sub>2</sub>), we could say that the 74,000 employees of Atos are producing more than 20,000 tCO<sub>2</sub> eq. each year. Any action to reduce the number of emails will have a positive effect on the carbon footprint of the company. That is why the Zero email™ strategy is considered as a good lever to reach the target of CO<sub>2</sub> emission reduction.



## The DESIMA system

In 2011, in its headquarters at Bezons, near Paris Atos installed an innovative Energy Management infrastructure designed by its Specialized Business Unit Atos Worldgrid. The DESIMA system collects the real time electricity consumption and load profile data from 50 sub-meters linked to the building parts in an energy database. The system features a web portal that provides analyses and reporting to Atos users in charge of real estate optimization, showing the exact cost of electricity every hour and the savings potential, expressed in power (kW) energy (kWh) and €. Energy managers can also set real time alarms on energy or demand threshold crossing to automatically detect drifts in consumption and trigger corrective actions. The Bezons site electricity bill was close to

700 k€ in 2011 for 10 000 MWh consumption and a total subscribed power of 4500 MW, the building is occupied by 4,000 people. First level cost savings identified with the Atos DESIMA system was for over-subscribed power, it is estimated at 65k€ (9%) for a full year and will be implemented in 2012 by reducing the subscribed power with no impact on office activities. Further cost savings are estimated to be an additional 15% obtained from waste and drifts detection and automatic correction, they will be implemented during the next years.

This system that is hosted on the Atos Cloud infrastructure which is being deployed at all Atos main offices sites in France and worldwide to consolidate energy savings on a multisite basis.

## Carbon neutral data centers: a distinctive initiative

The first carbon assessment of Atos in 2008 revealed that data centers were responsible for more than 50% of Atos' CO<sub>2</sub> footprint. This was confirmed during the following years (54% in 2008, 63% in 2009, 56% in 2010, 41% in 2011, which corresponds approximately to 128,000 T CO<sub>2</sub> – The total footprint produced in 2011 at a global level, was about 310,000 tCO<sub>2</sub>). It therefore became necessary to consider our data center activity as a priority in our carbon management strategy. Since July 2011, we have faced the challenge of a material increase in the carbon footprint due to the merger between Atos Origin and Siemens IT Solutions and Services (SIS). This means that Atos will have to increase its efforts to control and monitor CO<sub>2</sub> emissions in the 48 countries where we are located.

In this connection, Atos implemented in 2011 a program with the ambition to be considered as the leading IT company in power management and carbon abatement strategy.

Atos' environmental strategy gives primary focus to 13 strategic countries (Austria, Belgium, Brazil, China, Finland, France, Germany, Hong Kong, the Netherlands, Singapore, Switzerland, United Kingdom and USA). Our approach is to act on the following levers:

1. Consolidate Data Centers to give more efficient sites: following the incorporation with SIS plus subsequent consolidation and transformation of data centers, Atos will be able to decrease the PUE (Power

Usage Effectiveness) from 1.88 to 1.75 in three years (2014) (weighted 12 months' average of 84 data centers).

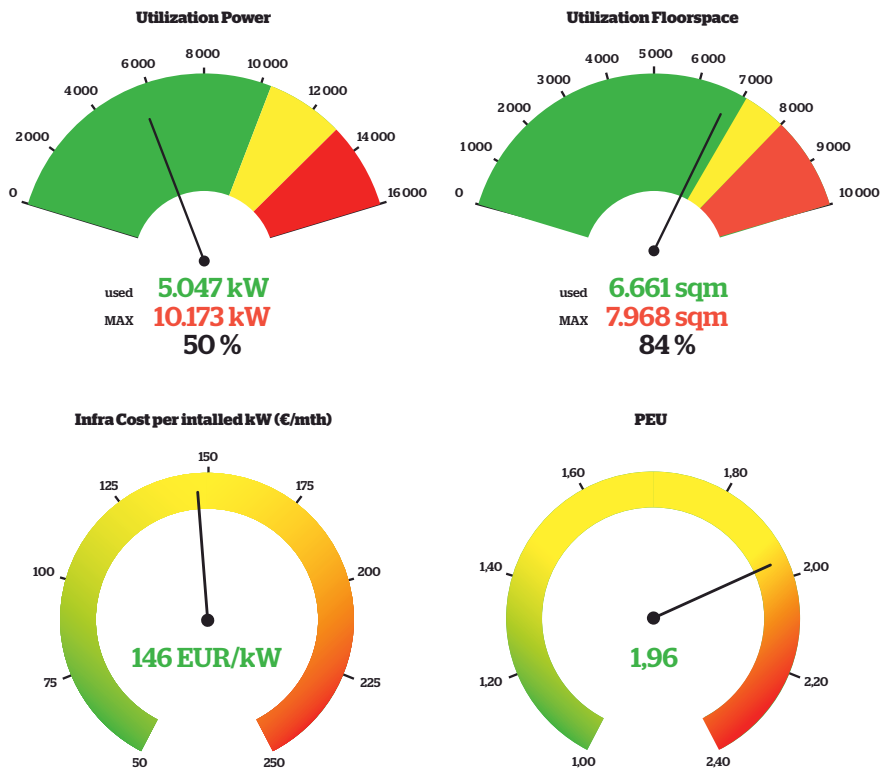
2. Decrease the power usage effectiveness: The PUE has a direct impact on energy consumption as it measures the energy efficiency. Focused measures and investments in strategic data centers are additionally decreasing the PUE, estimated in the order of >= .03 PUE improvement by 2015. We plan to reduce by 5% a year the PUE of 16 main data centers from July 2011 to June 2012. This will enable us to reduce by approximately 10% our energy consumption by the data center power and cooling infrastructure.

3. Server virtualization and Cloud Computing should contribute to abate the energy consumption by the IT load. The virtualization ratio is expected to increase from 30% in 2011 to 66% by end of 2015.

### Cloud Computing provides a decrease of 10 to 40% in carbon emissions compared to traditional IT.

The main reason is that applications generally do not have their peak resources consumption at the same time, and thus, by sharing the same flexible infrastructure, Cloud "erases" peaks between applications and allows a significant decrease in terms of total infrastructure size and consumption. This sharing can occur during a day with different time zones or different business rhythms. For instance it

## An example of the cockpit used to monitor data center performance



**10 to 40%**  
carbon emission decrease  
provided by Cloud  
Computing compared  
to traditional IT.

**22**  
data centers in 7 countries  
are covered by Atos'  
Carbon Audit Program  
over the period 2009-2012.

**2,659** Kgs CO<sub>2</sub>  
total reduction through  
Atos' reduction  
initiatives.

can occur within a month with HR applications consuming more at the end of the month and Accounting more at the beginning of the month, and finally within a year for instance with tax – related applications which are typically quarterly or yearly. During 2011, Atos extended its Cloud platforms worldwide and at the end of the year was able to run more than 26,000 virtual machines for around 200 clients in these shared environments. In addition to the peak erase mentioned above, the Atos Cloud is running on the latest technology with low consumption hardware (computers and storage) which adds another positive impact for the decrease of carbon emissions.

4. Carbon audit: the carbon audit aims to identify the CO<sub>2</sub> footprint of data centers and its drivers. It plans for reductions, taking the whole life cycle of IT equipment into account: carbon embedded in IT equipment, carbon emitted by energy consumption and carbon produced by Waste Electronic and Electrical Equipment treatments. The Atos Carbon Audit program covers 22 data centers over the period 2009-2012, located in 7 countries.

The objective is to extend the initiative to all strategic data centers around the world.

5. Carbon offsetting: each year, Atos offsets the carbon emitted by data centers thus allowing Atos to offer carbon neutral hosting to its clients.

### Atos is the first IT company to provide carbon neutral hosting to its clients.

Considering the impact for Atos, and also for our clients who host their applications within our data centers, in 2009 Atos decided, to go further than a standard corrective action plan. The idea was to neutralize the carbon emitted by Atos thanks to the funding of a transfer of technology toward emerging countries enabling them to produce less polluting power plants. Since 2010, Atos compensates for the amount of CO<sub>2</sub> produced by all its data centers located worldwide (117,500 tones CO<sub>2</sub> eq), which allows us to deliver to our clients carbon neutral hosting. The volume to be offset is recalculated each year in order to adjust the volume to the emissions effectively produced the previous year.

## CASE STUDY

# Data Center in Helsinki

Atos opened a highly eco-efficient data center in 2011 that provides the city of Helsinki with energy based on heat recovery. It is a part of a new 5,000 m<sup>2</sup> data center complex, built by the Finnish company Academica, known for efficient heat reclamation and energy recycling in its data centers. This eco-efficient data center will serve European customers and is one of the many initiatives to achieving Atos' sustainable goals.

The green data center utilizes eco-efficient cooling provided by Helsingin Energia, and the extra heat created by its servers will be transferred to the district heating network to provide heat and warm water for 4,500 new 80 m<sup>2</sup> apartments in the city. Atos has a total of 13 Global Data Centers and 50 Local Data Centers.



Photo of Helsingin Energia, property of Juhani Eskelinen

# 100%

of Atos' strategic data centers should be addressed by the program by the end of 2015.

# 2,834

Tons CO<sub>2</sub> is produced by the use of refrigerants in Atos' global business units.

In 2011, the objective is to continue this initiative, enlarging the offsetting perimeter to the new scope from the merger between Atos Origin and Siemens IT Solutions and Services. In this respect, a new partnership between Southpole Carbon & EcoAct was agreed beginning of 2012 to compensate the full new scope of Atos' activities. One of the objectives is to support our clients in reducing the environmental impact of IT and to abate the environmental impact of their operations thanks to ICT. In parallel, the funded project supports the economic and social development of local communities (energy supply, education, employment, etc.).

**6.** Energy supply: Atos' objective is to avoid producing carbon. The question is now how to move from CO<sub>2</sub> offset toward a suppression of emissions at source, which would involve a review of our policy in relation to electricity supply. Some countries like the Netherlands or United Kingdom have initiated this process. The intention is to progressively extend this practice to all our strategic data centers by 2015. A transition roadmap to gradually move towards a zero carbon emissions status and progressively reduce the carbon offsetting program is currently under analysis.

The decision has been taken to progressively switch from carbonized to renewable energies. This initiative, trialed first in several countries, will be extended to all strategic sites by the end of 2015. Once the target has been reached, all the electricity consumed

by Atos sites will no longer emit carbon. This decision will have a significantly positive impact on the environment. Once again, it is evidence for Atos' stakeholders of our commitments to face our social responsibilities.

**7.** IT selection (purchasing): embedded carbon represents a substantial part of the carbon emissions produced per data center. By integrating carbon in to our purchasing requirements we minimize the contribution of carbon emissions from IT equipment.

**8.** Generalize best practices in data centers: extend innovative solutions such as heat recovery, free cooling, free chilling, or cold air containment, etc. One of the initiatives currently implemented by Atos' data centers is to increase the temperature set point by 3°C in the machine halls (to reach 23°C on average in all data centers), which should lead to a 10% savings in electricity. Our efforts in Green IT have brought results with the opening of our new green Data Center in Helsinki located in the former electricity station of Helsingin Energia.

## A worldwide carbon audit program

A worldwide carbon audit program: Atos is the first IT Company to conduct a carbon audit in all its main data centers.

As a large part of CO<sub>2</sub> emissions is produced by data center operations, Atos has designed a program focused on data centers, whose central component is a carbon audit initiative aiming at measuring and abating CO<sub>2</sub> emissions.

As from 2009, Atos has implemented a carbon audit program in its 14 strategic data centers out of 47 with the external support of O<sub>2</sub> France. 8 additional datacenters will be audited in 2012. The objective is to identify and quantify sources of emissions - addressing their whole lifecycle (manufacturing, usage and end of lifecycle) - and design the action plan to abate and monitor them. The objective is to address 100% of the strategic data centers by end of 2015 (47 Data centers, 12 strategic sites, located in 13 strategic countries).

The first step is to define a carbon strategy. This involves evaluating the carbon maturity of the data center, defining the level of ambition and identifying the gap to cover against best practices. As we can only manage what we can measure, the second step is the carbon evaluation. This requires identifying the main emission sources and quantifies the volumes produced, applying international standards of calculation (GHG protocol, IPCC, DEFRA, Ademe). The result helps to identify the key levers to abate the carbon footprint (mainly in Atos' case, limit the carbon embedded in IT equipment and reduce energy consumption).

Additional solutions could be considered as virtualization or Cloud Services that, beyond the operational services delivered, help to strengthen the abatement of carbon emissions (less physical investment in IT equipment, less energy used for the same service provided). The set of levers identified serve as the basis for a corrective action plan together with an analysis of payback (savings generated kWh, CO<sub>2</sub>, money saved) in a prospective manner (carbon tax, energy costs, etc.). A business case plan is designed to support the decision process. It combines three criteria: costs, return on investment (in €, kWh and CO<sub>2</sub>). On the basis of the carbon policy agreed, a transformation program incorporating clients' priorities is implemented. Finally, we incorporate the carbon in the performance management dashboard as a parameter to improve profitability beside the PUE.

Based on the recommendations by the French Environment and Energy Agency, Ademe, we have developed and tested a

bespoke carbon audit methodology and tool. The experimental project was confirmed by a pilot phase (at three data centers located respectively in France, Germany and the Netherlands) which showed a potential gain of 6,100 tons of CO<sub>2</sub> eq, 51 million kWh and an estimated saving of about Euros 4m over 5 years comparatively to a business-as-usual situation.

The next step was to train the project managers of 11 more data centers. Under the guidance of O<sub>2</sub> France, Atos performed its own carbon audits in 2011/2012 and developed customized action plans with savings expressed both in CO<sub>2</sub> and euros. By the end of the first quarter 2012, all action plans should be completed. So far, CO<sub>2</sub> savings are in the range of 3% and kWh around 10% but that is only a start. If we consider the 14 carbon audits performed (9 action plans out of 14 were achieved by end of 2011), the perspective of savings over 5 years (2011-2015) is around 14,500 T CO<sub>2</sub> eq, 75 991 Mwh and about € 7,852 k (for an investment estimated at € 2,583 K).

In 2012, eight more data centers will go through the same process. Energy is, of course, the first area where savings are identified but we also consider the CO<sub>2</sub> embedded in the IT hardware hosted.

The first results of phase 2 clearly indicate that carbon embedded in IT equipment exceeds expectations. Indeed, carbon audits revealed that carbon emissions coming from IT equipment can vary from 23% up to 77% depending on the data center profile. While the topic of carbon contained in the energy consumed is clearly addressed in operations, carbon embedded in IT equipment (hidden carbon) needs to be more considered. The lines of actions are twofold:

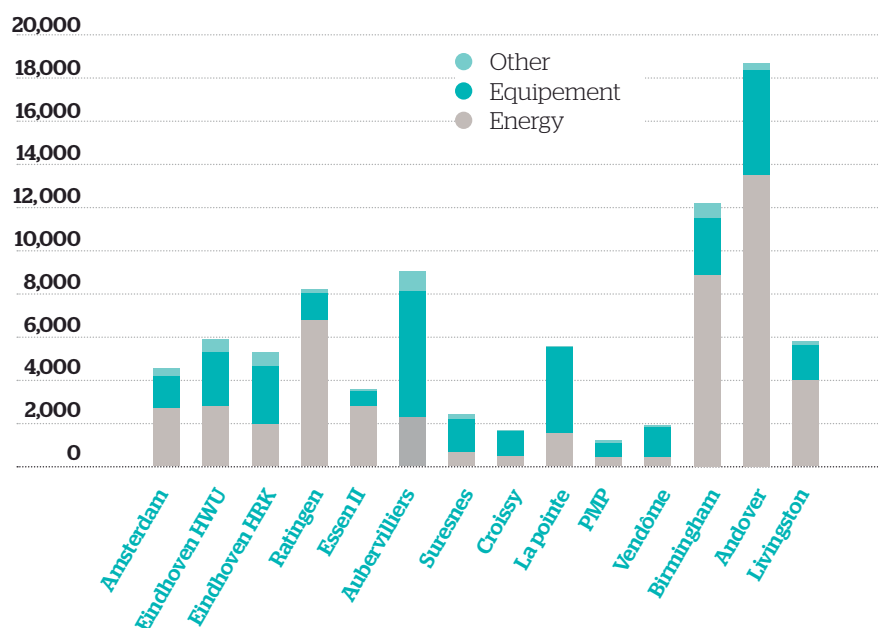
- Work with an architect on the IT infrastructure to design and develop lower carbon solutions
- Work with purchasing and IT hardware providers to encourage solutions with a low rate of carbon embedded. That means clearly integrating carbon requirements in the purchasing process (in addition to power efficiency and green label), and develop collaboration with hardware suppliers to develop the carbon "light" offering.

Furthermore, with countries switching to renewable energy, reducing the carbon embedded in IT hardware is becoming increasingly crucial.

## The project aims to audit 22 data centers over 4 years

|                    | Pilot<br>2009 | Phase 1<br>2010 | Phase 2<br>2011                      | Phase 3<br>2012  |
|--------------------|---------------|-----------------|--------------------------------------|------------------|
| France             | Aubervilliers |                 | Suresnes                             |                  |
|                    |               |                 | Croissy                              |                  |
| The Netherlands    |               | Amsterdam       | Eindhoven HWU                        |                  |
|                    |               |                 | Eindhoven HuRK                       |                  |
| The United Kingdom | Nottingham    |                 | Birmingham                           | Nottingham       |
|                    |               |                 | Andover                              |                  |
|                    |               |                 | Livingstone                          |                  |
|                    |               | Ratingen        | Essen II                             | Essen I          |
| Germany            |               |                 |                                      | Fuerth           |
|                    |               |                 |                                      | Nuremberg Feucht |
|                    |               |                 |                                      | Munich           |
| United States      |               |                 |                                      | Arlington        |
| Spain              |               |                 |                                      | Tres cantos      |
| Austria            |               |                 |                                      | Vienna 38        |
| Atos Worldline     |               |                 | Vendôme<br>La Pointe<br>PMP Dassault |                  |

## Electricity in GJ [EN 4] Indirect energy consumption by primary source



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## TESTIMONIAL

### Carbon reduction for O2 France Partnership for breeding best practices

**Pascale Fondeur**  
Project Manager, O2 France

"Atos has been active in reducing the carbon footprint of its data centers with the support of O2 France for 3 years now. From a single-site experiment in France, the project moved into carbon audits and carbon reduction plans (CO<sub>2</sub> and Euros) for up to 20 data centers and is even involving procurement. We have been coordinating the project directly with the project managers of the various data centers, so not having to go through unnecessary layers of management. This favored efficiency and allowed us to build good connections with

the data center staff. In return, project managers showed a high level of involvement and the project prompted exchange of best practices amongst sites. The partnership between O2 France and Atos has been growing into a tight and trusting relationship, with Atos incorporating some return on experience formulated by O2 France into their action plans. This includes, for instance, considering more seriously carbon embedded in IT equipment or switching to renewable energy in countries where

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### Ambition carbon free for our clients

#### Ambition Carbon Free, a program to reach the zero carbon status

Atos has developed a sustainable portfolio to assist clients in achieving environmental excellence. The goal is to help develop a low carbon economy by providing its customers with services and solutions that combine energy efficiency, carbon reductions and financial savings. The Ambition Carbon Free demonstrates that decarbonizing business strengthens and develops the company's profitability. The solution is designed to help companies identify levers that can both reduce carbon emissions and achieve energy efficiencies. As a result, it combines carbon reduction and economic performance.

The program addresses the entire lifecycle of an organization, process, product, data centers or IT for example (raw material extraction, manufacturing, transport, usage, end of life) and not only the energy consumption during the usage phase as it is often the case.

- The first step is to define a carbon strategy. This involves evaluating the carbon maturity of the company, defining the level of ambition on this issue and identifying the gap to cover against best practices.
- As we can only manage what we can measure, the second step is the Carbon evaluation. This requires identifying the main emission sources and quantifying the volumes produced (IT equipment, IT infrastructure, embedded carbon, etc.). The results will help to detect the key levers to abate the carbon footprint (e.g. free cooling, air containment, renewable power supply, design of IT rooms, etc.). Additional solutions could be considered such as digitalization, virtualization or Cloud Services that, beyond the operational services delivered, help to strengthen the abatement of carbon emissions.

- The set of levers identified will serve as the basis for corrective action plan together with an analysis of payback (savings generated kWh, CO<sub>2</sub>, EUROS) in a prospective manner (carbon tax, energy costs, etc.). A business case plan is designed to support the decision process. It combines three criteria: costs, return on investment (in €, kWh and CO<sub>2</sub>). Finally, on the basis of the carbon policy agreed, a transformation program incorporating client priorities is implemented.
- We recommend incorporating carbon in the performance management dashboard as a parameter to improve profitability. It can be used as a criterion in the decision-making process, but also to support management to take the right investment decisions. A set of key performance indicators (e.g.: PUE, CUE, WUE, CO<sub>2</sub> produced per product, kWh per m<sup>2</sup> used, CO<sub>2</sub> per km, etc.) has to be agreed and integrated in the day to day operational dashboard of the management.
- Finally, it is suggested to offset the remaining emissions by investing in carbon credits with the clear objective of reducing emissions at source rather than at end of cycle.



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## CASE STUDY

# Ambition carbon free

This Carbon Audit project involves the design of an application tailored to the specific context of data centers. This tool enables us to: collect data, calculate the carbon footprint, build a corrective action plan and conduct a business case incorporating a dynamic forward-looking plan (the prospects for increasing energy costs and implementation a carbon tax provisions). The experimental phase of the project conducted on three data centers (located respectively in France, Germany and the Netherlands) showed a gain of 6,100 tons of CO<sub>2</sub> eq, 51 million kWh and an estimated saving about 4 million euros over 5 years. This project is currently being deployed in 11 additional European data centers. The expected gains could reach around 200 million kWh. The initiative will

be then spread to all the Group's data centers as from 2012. From a governance perspective, carbon is now part of the monthly report to the top management, beside energy savings and PUE. In addition to these efforts, Atos has decided to offset the remaining emissions by purchasing certified carbon credits. This commitment reflects the desire of Atos to be a key IT player in the fight against global warming while offering its customers the benefits of this commitment. It can now offer its customers carbon neutral hosting services.

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## Atos now offers its customers "carbon neutral" hosting services.

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### Environmental management system – core to our strategy

#### **The ISO 14001 approach requires our company to take a look at all areas where its activities have an environmental impact.**

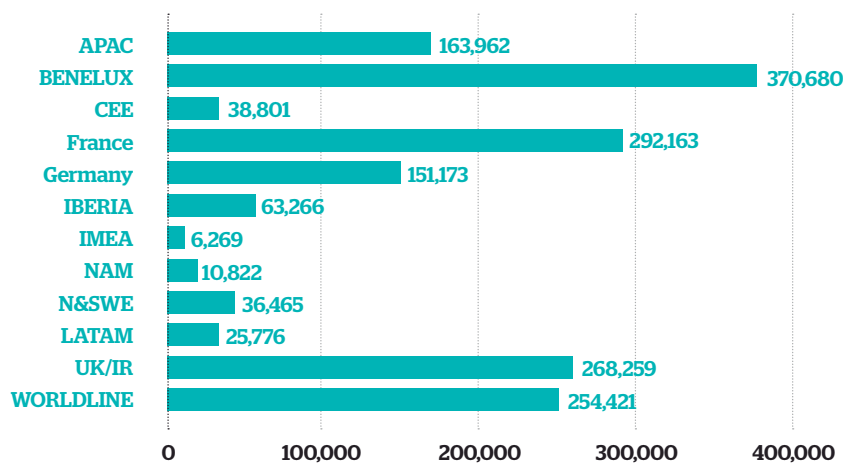
In 2009, Atos launched the implementation of EMSs and attained ISO 14001 certifications for office sites and data centers. The objective is to have the environmental impacts properly managed: identify main sources of pollution and ensure that governance and processes are in place to monitor and improve them. The major environmental aspects relate to the usage of electricity, gas and fuels to operate data centers and offices. The common factor of these environmental aspects is carbon emissions. Therefore our ambition is to manage the majority of our carbon emissions through an Environmental Management System (EMS), aiming for at least 80% in the final stage. This requires us to address major office sites and strategic data centers located across 48 countries.

With regards to data centers, the target initially agreed in 2010 was to certify 25 data centers over the period 2010-2012. By end of 2012, 100% of the target should be reached: 11 data centers were certified by 2010, three additional data centers were under certification process in 2011 and 11 sites are planned in 2012. A similar approach with regard to office

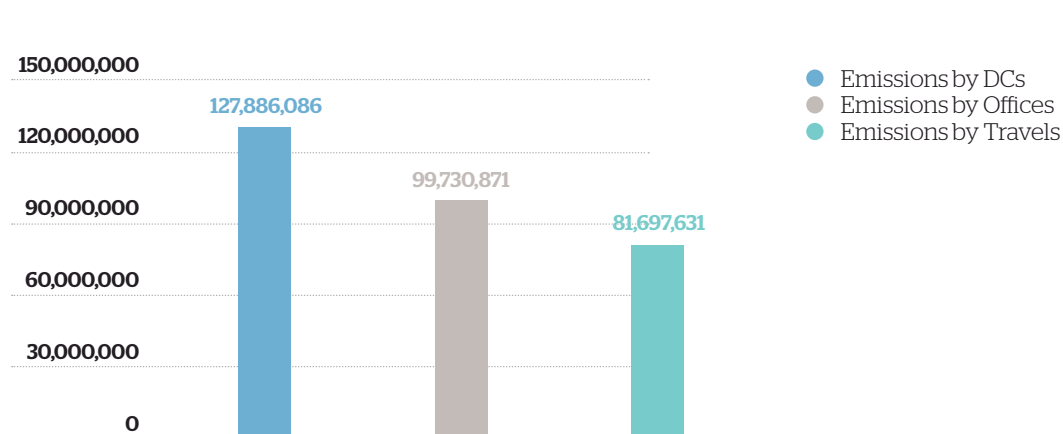
buildings is currently being implemented. Today 20 major office sites across five countries (Spain, Portugal, the Netherlands, Switzerland, Germany) are already certified. Based on the 2011 results of the Carbon Footprint Abatement Program, the strategy for the certification of office sites will be redefined, taking into account floor space and the number of employees working on site. The objective is to certify all main office sites by 2015. Major office sites with more than 400 employees are located in France, Germany, Poland, Spain, India, Brazil, United Kingdom and Belgium. The Atos Campus certification process complements the EMS approach.

## KEY PERFORMANCE INDICATORS OVERVIEW

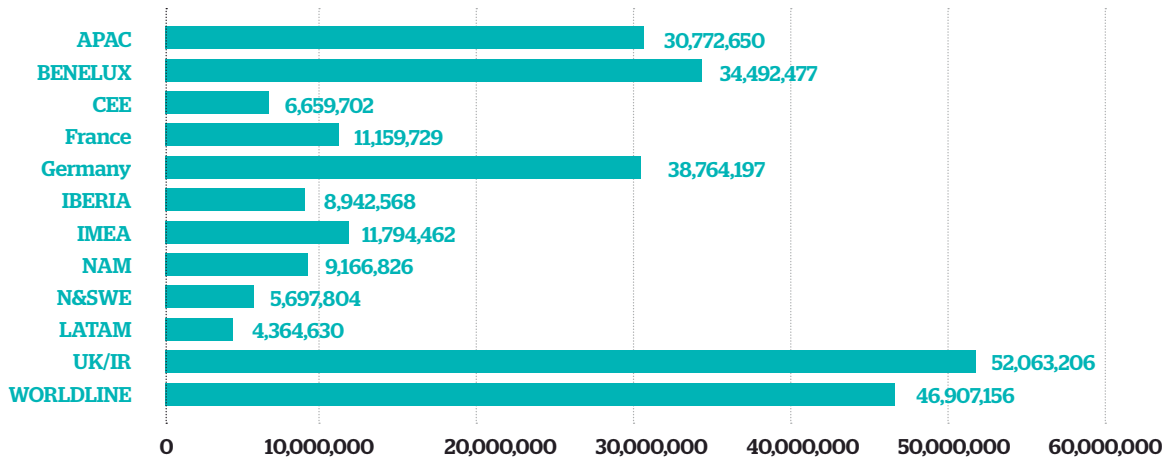
### Electricity in GJ [EN4]



### Direct / Indirect greenhouse gas emission (in Kgs CO2e) [EN16]



### Direct / indirect greenhouse gas emission (data centers & offices) per country [EN16]





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# Helping to build **the Firm** of the Future

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Powering progress to transform to the Firm of the Future

## KEY ACHIEVEMENTS

- Atos started applying its Ambition Carbon Free program to its own IT infrastructure as part of its worldwide carbon audit program.
- In 2011 Atos became the first global IT company to offer carbon-neutral data centers. During 2011, 25 data centers were targeted by the carbon audit program.
- The launch of our smart metering solution, an intelligent computer system, allows full interoperability and interchangeability of different metering equipment from different manufacturers and helps reduce energy consumption.
- In February 2011, Atos announced its ambition to become a Zero email Company™ by the end of 2013.
- Partnered with SAP on sustainability solutions.

## Powering progress to transform to the Firm of the Future

**Atos understands the role it can play in developing solutions that allow its clients to operate in a more sustainable way which is both good for their own business as well as for society and the environment.** Atos' 'Firm of the Future' strategy helps its clients transform to a sustainable, collaborative and adaptive organization, addressing both strategic and operational levels and the supporting infrastructure.

Atos' Sustainability portfolio is mapped out in three focus areas:

- Strategy: solutions that help evolve our clients' business models from a Firm of the Past to a Firm of the Future
- Operations: solutions that enable sustainable operational excellence

- Infrastructure: solutions that embed sustainable platforms, infrastructure and technologies.

In each area we provide leading innovative solutions. Taken separately or as a complete portfolio, Atos provides the innovation, solution-focus and long-term partnership approach to ensure that our clients adapt and flourish in these increasingly volatile times.

## Strategy



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## From Firm of the Past to Firm of the Future

**We provide consulting services and solutions that help our clients' business models evolve to a sustainable Firm of the Future.**

New ways of operating and innovative business model approaches are a key part of the Firm of the Future transformation. Client-tailored innovation sessions help Atos envision, in partnership with its clients, the optimal pathways ahead with IT as an enabler (rather than inhibitor). Examples of tailored innovation sessions are: Firm of the Future workshops; the New World of Working sessions; Sustainability Roadmap health-checks.

For example, Atos provided sustainable strategy advice and support to the

margarine, fats and oils Industry in the Netherlands. Atos assisted the industry in developing an action plan for 2030, showing the different pathways for sustainable business and reaching out towards supply chain partners (including government) to work together. Some specific examples of energy-efficiency improvements and savings recommended in the plan are:

- Optimal management of process installations
- Innovative separation technologies
- Biobased economy and industrial ecology concepts.

Firm of the Future and New World of Working client sessions were run with our clients from a number of different sectors throughout 2011.

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## Operations - Enabling our clients to move towards sustainable operational excellence [A05, A07, EN26, A04]

**Sustainable operational excellence leverages the very granular data already being generated and measured by Manufacturing Execution Systems** in our clients' plants and infrastructure and exposes them to an integrated reporting platform through which Sustainability KPIs can be measured and tracked at every level of the organization. Key to our future success both as a Sustainability exemplar and enabler are the strategic partnerships with SAP and Siemens; world leaders when it comes to sustainable business solutions. "We believe that IT is a key engine for sustainable growth and progress for companies, organizations and society at large, and strive to become a 'Firm of the Future,'" said Philippe Mareine, EVP General Secretary, Corporate and Social Responsibility at Atos. "That's why our partnership with SAP is so significant. Our shared vision [with SAP] to improve the sustainability of both our internal operations and those of our customers is perfectly matched. With SAP solutions, we can proactively monitor and manage Atos' key environmental and social indicators across our sites worldwide, so we can accelerate our strategic commitments to green operations and employees' well-being at work." A good example of client activity in this area is the work undertaken with the Ministry of Infrastructure & Environment in the Netherlands, a large-scale consumer of energy with over 5,000 energy metering points (gas, water, electricity and heat). These metering points are not only in relation to energy consumed in offices, but also in tunnels, water pumping stations, sluices, public lighting, etc. Atos supports the Ministry in the realization of sustainable energy management by implementing:

- an online energy management system for monitoring and controlling the energy consumption
- uniform processes focused on actively controlling the energy consumption and the related energy costs
- energy dashboards in line with the controlling processes.

Sustainability compliance and reporting were also carried out during 2011 for a number of clients around the world, including: Symrise, ASK Chemicals, Akzo Nobel and DyStar.

We have also helped clients with health, education, energy and transport solutions. In Germany for example, we have started projects and implemented solutions in the field of smart metering, Commercial Dispatching for Gas Transport and Storage (CDGTS), Demand Side Management (DESIMA), Energy4U (Siemens initiative) and Ready4EnWG (preparation for customers on upcoming law relevant to the energy industry – EnWG), with a total revenue of EUR 13,196,000 from these projects. In addition, we have started a consulting project in Germany with Siemens in the field of Intelligent Sustainability for the selection of a CSR reporting tool [A07].

The Atos offering enables clients to transform towards Sustainable Business. In 2011 Atos provided a total of 4,182,64 tons of CO<sub>2</sub>e reduction on customers' carbon footprint through several initiatives in Germany and UK [EN26].

Furthermore, 58 initiatives directly linked to Cloud Computing were implemented at our clients worldwide [A04].

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## Infrastructure – Ensuring a sustainable IT infrastructure for our clients

**Infrastructure (the places, technology and equipment) utilized to run operations are often seen as constraining transformational change.** Yet, if the right approaches are taken, the estates, technology platforms and embedded equipment can yield opportunities to assist and even catalyze transformational change. Examples of sustainable infrastructure solutions are:

- **HTTS** - Atos is a world leader in providing the infrastructure to run transaction services in sustainable ways.
- **Green IT** - To ensure that the IT function runs as sustainably as possible, Atos provides solutions ranging from Green Data Centers and carbon-neutral hosting services through to Green IT Assessments.
- **Ambition Carbon Free** - Atos has a unique offer to measure, manage, reduce and offset the carbon footprint of aspects of its clients' infrastructure.
- **Smart Grid** - Atos provides building monitoring energy management, smart metering and distributed automation solutions.

### HTTS & Smart Mobility

In 2011, Atos worked to deliver Connected Car solutions for new cars for leading European car makers. Mixing Smart Mobility technologies and in-depth Car ICT knowledge, Atos has contributed to improve the usage of electric cars and their integration within towns and cities (search & book energy stations, remote control of the battery charging status, etc.). Atos is an innovator actor in this field with its participation in funding initiatives like Carga (a solution for the management and supervision of networks of recharge points for Electrical Vehicles), eDash (aimed at the harmonization of electricity demand in Smart Grids for sustainable integration of electric vehicles), and Green eMotion (Electromobility interoperability). Joint solutions with Atos' co-innovation partner Siemens for road-tolling and car sharing were developed in 2011. Atos continued throughout 2011 to improve its mParking solution to reduce time and energy looking for free street parking places (with significant CO<sub>2</sub> savings).

### Ambition Carbon Free

Ambition Carbon Free enables companies to realize the benefits of carbon performance management on company profitability. The solution has been designed to help companies, small or large, from all sectors, to build an efficient carbon program. The solution is designed to help companies identify levers that can both reduce carbon emissions and achieve energy efficiencies.

As a result, it combines carbon reduction and economic performance.

In 2009, Atos applied the Ambition Carbon Free approach to its own IT infrastructure as part of its world-wide carbon audit program. More information on this program can be found in the "Environmental Commitment" section of this report.

### Green IT

Atos works in partnership with its clients to sustainably manage their IT estates where feasible. In the UK, for example, it successfully helped HM Revenue and Customs (HMRC) to achieve the Government's 10% reduction in carbon emissions target.

Atos worked with HMRC to develop and implement its Green IT strategy, the results of which significantly contributed to the 13.8% cut in carbon emissions across Government between 2010 and 2011.

Key to success was the fact that HMRC took true ownership for the Green IT strategy developed with Atos and tested the feasibility of the plans and the assumptions which underpinned it at every stage of its development. To ensure the sustainability targets were met, Atos submitted over 200 green ideas. To monitor progress of these, Atos created a unique 'green IT model'. This allows HMRC to baseline its IT carbon footprint and then calculate how new Green IT initiatives will help to meet target carbon reductions.

Giles Hutchins, Global Director of Sustainability Solutions at Atos said: "Much of the success of this engagement came as the result of exceptionally close working between us and the client. HMRC has one of the largest IT estates in the world. The opportunity to make their IT estate greener is immense. Helping our clients, like HMRC, over-achieve on their sustainability goals is a key part of our innovative approach to sustainability solutions globally. We are thrilled to have played a part in HMRC achieving this remarkable result."

### Smart energy management

Atos Worldgrid is a world leader in Smart Energy and Utilities (electricity, oil & gas and water, etc.) focused on smart energy solutions around production, transport, distribution and retail to enable businesses to achieve energy efficiencies and increase sustainability, while improving operational performance. Here smart grid and smart meter technologies are an important part of the transformation towards a more sustainable future. More information on this program can be found in the "Environmental Commitment" section of this report.



**Atos' Green IT strategy for HMRC in the UK contributed to the 13.8% cut in carbon emissions across Government between 2010 and 2011.**

**The world's first smart metering technology**

For the first time in the world, an intelligent computer system allows full interoperability and interchangeability of different metering equipment from different manufacturers. In 2011, Atos Worldgrid delivered the Linky Information System with an Automated Meter Management system split between a central Information System and a unique Decentralized Universal Head-End software in smart data concentrators. The Linky system is designed as 'Smart Grid Ready'. Smart Data Concentrators will become Smart Grid Nodes, allowing Advanced Distribution Automation, by combining the strengths of Smart Metering and of Distribution Automation.

**Key benefits of the solution – sustainability, increased customer service, cost reduction**

- Interoperability, real-time IT supervision, future-proof, fully downloadable software and firmware
- ROI improvement based on interoperability and interchangeability, remote operations and additional future Smart Grid functions
- Customer satisfaction due to increased service levels (precise bills, remote meter management operations, improved competition and faster localization and service restoration), better visibility on energy consumption and sustainable effects.

Jérôme de Parscau, CEO Atos Worldgrid said: "Atos has a strategy of innovation and sustainable development with its customers and implements solutions today that are ready for the Firm of the Future. I am very proud to be working with ERDF on the world's first smart metering project and would like to congratulate ERDF on the success of the pilot run. Atos Worldgrid has an international presence and we aim to offer our smart metering expertise to other customers in the utility sector. With the successful deployment in France, Atos Worldgrid demonstrates its know-how and sets a reference for Europe and the rest of the world."

**Increasing online accessibility to medical information**

Atos has developed and coordinates the integration of all of the elements of the Khresmoi (the Greek word for 'oracles') European project. Khresmoi aims to develop a multi-lingual multi-modal search and access system for biomedical information and documents. This increases online accessibility to reliable medical

information for both the general public and medical experts. Through this system, Internet users will be able to search and access reliable health information in their local language, generated from various medical information sources (scientific publications, image banks, pharmaceutical databases, etc.).

**Towards a sustainable health lifecycle system**

Atos has long-term experience in providing IT services to the healthcare sector, including with Atos Healthcare in the UK, a division of Atos, that combines our expertise in consulting, technology and healthcare to improve the way care is delivered.

We believe that through the use of IT, significant progress can be achieved regarding life quality improvements, despite the current challenges (an ageing population, increasing demands on, and the cost of, healthcare). We are present along the whole value chain and our state of the art solutions include:

- Improved cost management for hospitals
- Facilitating exchanges between the various stakeholders of the healthcare system and professionals
- Delivering effective occupational health, employee assistance and well-being services.

**Zero email™ [A010]**

On 7<sup>th</sup> February 2011 the Atos Chairman and CEO Thierry Breton stated "We are producing data on a massive scale that is fast polluting our working environments and also encroaching into our personal lives.

At Atos, we are taking action now to reverse this trend, just as organizations took measures to reduce environmental pollution after the industrial revolution. Our ambition is to be a Zero email Company™ within three years."

In the year since that announcement Atos has worked with industry and internal experts to form a point of view which will guide the strategy it employs to address the problem of email overload for its workforce. This is established in the White Paper entitled The Zero email Company™ released in February 2012 which focuses on describing the email problem and suggesting the kind of technology options available to organisations who wish to address the inbox overload experienced by their employees. A limited survey

completed to support this white paper revealed the following findings which vindicate Mr Breton's comments.

Before Atos can implement appropriate tooling for this purpose, it must first select and contract with a best of breed technology partner whose expertise is to measure email telemetry and usage. This search was initiated in January 2012. Secondly Atos must comply with data protection legislation in the 48 countries within which it operates and then reach appropriate consensus and agreements with its workforce where consultation is necessary or advisable. This process is planned to take place before the end of June 2012.

Until KPI tooling is automated Atos can only estimate the volumes of email generated manually. Such collected data suggest that there are approximately 60,000 active mailboxes within Atos globally and that between June and December 2011, 557 million emails were recorded through those known mailboxes - an annualised total of over 1 billion emails, representing approximately 70 emails sent or received per mailbox per working day based on a working day assumption of 240 working

days per employee with email per year, also assuming each mailbox maps to one individual employee.

The Zero email™ Program will take the marker of 1 billion emails as an initial baseline to validate, segment and then measure progress through its new automated tooling.

A key objective of the Firm of the Future is to encourage change in behavior, processes and systems so that the entire business is focused on understanding and reducing its impact on the environment around it, and evolving to a business which is resilient and sustainable. Attraction and retention of talent through encouraging a collaborative working environment is a key part of this. This is what we aim to achieve both internally and with our clients.

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## Partnerships for sustainable business

**Atos also provides thought leadership through its joint work with leading universities, charities, think tanks, regulators and business partners.** For example, Atos' unique partnership with BCI: Biomimicry for Creative Innovation helps apply ecological thinking for business transformation, building on concepts such as cradle-to-cradle, industrial ecology, biomimicry, process re-engineering, servitization and systems-thinking. Whilst Atos is first and foremost about solutions, we recognize that engagement at a thought leadership level is vitally important to ensure solutions deliver the desired results.

In 2011 Atos proactively engaged in thought-leadership for sustainable business. Blogs were written for a number of sustainability discussion groups (such as The Guardian Sustainable Business & Tomorrow's Company blogs) as well as guest lecturing and joint

collaboration on sustainable business with a number of leading universities. Also in 2011, Atos released its 'Simplicity & Control' report as part of its Scientific Community commitment to thought leadership and emerging IT trends related to IT-enabled transformation.

Along with our SAP partnership on Sustainability Solutions, in 2011 we formed a unique co-innovation partnership with Siemens, a world leader in execution systems for operational excellence & sustainable business. The Siemens and SAP partnerships aligned to sustainability solutions ensure Atos provides world leading expertise in sustainable business solutions, ensuring our clients can transform to Firms of the Future.

« Our ambition is to be  
a Zero email Company™ within three years »

**Thierry Breton, Atos Chairman and CEO**



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# Corporate Governance

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**Our approach to sustainable management**

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## KEY ACHIEVEMENTS

- Zero non-monetary sanctions for non-compliance with laws and regulations.
  - Launch of training program on the Atos Code of Ethics.
  - Zero issues registered relative to breach of customer privacy and loss of data.
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## Best practice in Corporate Governance

Atos firmly believes that ethics in business is a key element for success. Over the last few years, and as part of its continuous commitment towards corporate governance best practices, the Group has designed and implemented several decisions, policies and procedures in order to establish common practices and standardized methods ensuring integrity in business.

### Governance framework

Atos is a French *Société Anonyme* listed on the Paris stock exchange, and governed since February 10, 2009, by a Board of Directors and a Chairman and CEO.

As part of its continuous commitment towards corporate governance best practices, on December 31, 2011 the Board of Directors formally expressed its adherence to the Afep-Medef Code of Corporate Governance for listed companies as a baseline reference code and committed itself to comply with all these recommendations.

Since then, a session dedicated to corporate governance matters takes place regularly during the Board of Directors meetings. A yearly review of the implementation and compliance with the Afep-Medef recommendations is also carried out, on which the company communicates at year end.

The last review, performed, by the Board of Directors on December 22, 2010, confirmed the company's compliance with the Afep-Medef recommendations.

### Representation of women at Board level [A06]

The Board of Directors is today composed of 16% of women, and 23% including the censor member. In the Executive Committee, 6% of the members are women.

The topics of diversity and representation of women within the Board of Directors were considered by the company before Afep-Medef issued its recommendation in April 2010 and before relevant law was adopted in France in relation to representation of women within Boards of Directors. Atos fully complies with this recommendation and with the applicable law in France.

### Independence of corporate bodies

The Afep-Medef Code places great importance on the necessity of having independent members on the Board of Directors and recommends at least half of the Board to be independent Directors. The company fully complies with these independence requirements.

As at December 23, 2008, the percentage of independent members was as follows:

- 58% of the Board of Directors
- 100% of the Nomination and Remuneration Committee
- 60% of the Audit Committee.

### Censor and Reference Directors

Ms. Colette Neuville's appointment as 'Censor' was renewed during the June 1, 2011 General Meeting of Shareholders for a term of one year. The Censor acts as an observer at meetings of Directors and can be consulted by it. In order to fulfill her role Ms. Neuville is invited to participate in all Board meetings.

In addition to the decision to appoint a Censor, in 2009 the Board of Directors decided to appoint a Reference Director from amongst its independent members. As from the Board's meeting of December 22, 2011, the Reference Director of the Board of Directors is Mr. Pasquale Pistorio. The Board of Directors can assign specific governance-related tasks to the Reference Director. As an illustration, the yearly assessment of the Board's mission is managed under the responsibility of the Reference Director. His role is to ensure continuous commitment and the application of best corporate governance standards by the Board of Directors.

## Ethics in business [S08, PR8]

Since July 1, 2011, a new General Counsel has been in charge of Legal Compliance and Legal Regulatory, reporting to the Group Deputy General Counsel Compliance Legal & General Matters. In July 2010, Atos signed up to the United Nations Global Compact, demonstrating its commitment to the ten universally agreed principles in the areas of human rights, labor standards, environment protection and anti-corruption.

On October 12, 2010, the Board of Directors adopted a new version of the Atos Code of Ethics, covering more issues than the previous version (adopted in 2003). Since November 2010, the Code of Ethics has been distributed to all employees and is presented and explained to those who are more directly concerned with its content in their day-to-day activities. Training was widely deployed in the Group during 2011 and all staff who underwent the training signed an acknowledgement of receipt stating their commitment to abide by the Code of Ethics. The Code was also attached to all employment contracts dated as from January 1, 2011.

The Code is also shared with suppliers and partners who are asked to commit to respecting its principles.

Professional integrity within Atos and in its relations with third parties is the core of the Code of Ethics. Among other issues, professional integrity covers the following:

- No bribery, no corruption: Atos is totally against any form of corruption or dishonest or illegal practice with the aim of obtaining a commercial advantage or other such advantage, whether directly or indirectly (i.e. in case of assistance of intermediaries), in any country, and is also against any form of money laundering.
- Fair competition: Atos treats its customers, suppliers, partners and intermediaries with respect and will not take unfair advantage of, nor take part directly or indirectly in an agreement, understanding or concerted practice which would contravene the applicable laws and regulations concerning anti-competitive practices.
- Conflict of interest: decisions taken by Atos employees within their professional activity are taken objectively and impartially in the interest of Atos and not in the employee's own interest, whether financial or personal, whether material or immaterial.
- No fraud: misappropriation of resources or manipulation of data or assets, or wrong

financial reporting may constitute fraud and are thus forbidden: they may lead to sanctions from Atos.

In 2011, the Group reported zero significant<sup>(1)</sup> fines or non-monetary sanctions for non-compliance with laws and regulations [S08].

Atos is aware of the number of substantiated complaints regarding breaches of customer privacy and losses of customer data (PR8). In 2011, Atos had a total of 18 Customers' complaints regarding this topic. 13 complaints were for breach of confidentiality in the UK, 1 complaint in India regarding project data leakage, and 3 complaints in Atos Worldline because statement letters were sent to the wrong persons.

Intermediaries or consultants assisting Atos in developing its business are screened before any relationship starts and their behavior and knowledge of ethics are essential elements which are verified beforehand.

Ethics and integrity are the basic elements of our main Group policies such as those regarding accounting or authorizations for signature. Monitoring, reporting and auditing help ensure that the principles are known and implemented by all.

In 2011, training sessions on the Code of Ethics were given by Atos General Counsels in all parts of the world where Atos is established. This type of training is mandatory for top managers and for all persons considered as 'core target' or who are concerned in their day-to-day professional activities with the content of the code. It is also open to all other employees and around 2,050 people followed a training session during 2011. Other tools were available to all employees in the second half of 2011 to ensure the correct implementation of these integrity principles in our day-to-day activities. In total, 53% of employees in the target group worldwide were trained in the Atos code of Ethics [S03].

(1) Any fine above € 100,000 is considered a 'significant fine'.

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## Human rights

85%

of Atos staff consider people are treated fairly at Atos regardless of their race of ethnicity.

**The protection of human rights has long been a part of Atos policy.** It was first formalized in our 2003 Code of Ethics and in the Group values, and has been reaffirmed since then. The 2010 Code of Ethics confirms that Atos will always take decisions based on competences without consideration for nationality, sex, age, handicap or any other distinctive trait. Participating in the UN Global Compact, in which two of its principles relate to human rights, is another way of showing how Atos is willing to ensure such protection. In the latest summary launched at the beginning of 2011, 77% of respondents indicate that staff are treated

fairly regardless of gender, age, religion, disability or sexual orientation, with only 15% believing the contrary.

A commitment to respect human rights is also among the criteria we apply for the selection of suppliers.

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## Protection of assets [A03]

**Atos' assets (including tools information, intellectual property, financial equity and hardware) are protected and should only be used for conducting Atos business.**

The Code of Ethics reminds all employees of the mandatory use of this according to the Group's guidelines and that information reported or shared with third parties must always be accurate. It completes the Atos Security policies.

The Group Security organization encompasses the protection of all Atos assets. Atos' Information Security Management System (ISMS), built in 2001, continues to be enforced and extended across all GBUs, SBUs and Service Lines. The security organization is aligned with this continuous process. In 29 countries in which Atos is located, large ISO 27001 perimeters are certified, and Atos continues to extend its certifications to new perimeter countries. Atos thus enforces its information risk management and better protects customers' information assets and its own information assets. In 2011, the Group registered zero issues relative to breach of customer privacy and loss of data.

In all processes (change, configuration, patch, incident management, etc.), security is a recurring attention point. Technical measures are in place to act proactively on security anomalies (weekly security watch analysis, monthly monitoring of firewall configurations, quarterly vulnerability scans, yearly penetration tests and reviews of access rights, continuous intrusion detection systems, and monitoring and logging of system events). All these measures minimize the misuse of card holder data.

Continuous security awareness ensures that security becomes a concern of every

employee of The Group. The Group's main certifications regarding security include: PCI DSS (cardholder data protection), ISAE 3402 (in Germany and in Belgium) and ISO 27001 (in Germany).

In addition, Atos has put in place measures and policies to protect its intellectual property assets and confidential information, including, but not limited to, the use of confidential agreements and encryption and logical and physical protection of information where required. Furthermore, the Atos Legal and Compliance Department advises on all commercial transactions as to ensure that appropriate provisions are included in its contracts with customers and suppliers and confidential matters are appropriately dealt with and in compliance with applicable laws.

Atos' financial transactions system securitization business unit, Atos Worldline, which operates the card payment systems that process, on a daily basis, billions of financial transactions on behalf of several banks, merchants and other parties. SEPA (Single Euro Payment Area) has been an important driver to globalize our processing (issuing and acquiring) platforms which leads to the ability to deliver global, cross-border, standardized, customized technical solutions & customer services. The payment terminal suite designed, sold, and maintained by Atos Worldline has integrated the multi acquiring requirements laid down by the SEPA initiative to enable interoperability between different card-based payment systems.

Together with this globalization, financial transaction systems require the highest level of security, availability and reliability. Providing a continuous service to our clients, based on robust systems, while maintaining a high level of security at all levels, is a daily



concern of Atos Worldline management. Security is embedded in Atos Worldline's DNA: its organization, processes, technical systems and employees.

### Atos Enterprise Risk Management (ERM) [EC2]

ERM designates the processes used to manage risks (and opportunities) related to the achievement of business objectives.

Atos ERM helps to:

- Create and preserve company's value, assets and reputation,
- Secure decision-making and the company's processes to attain its objectives
- Promote the consistency of the company's action with its values
- Bring the company's employees together behind a shared vision of the main risks.

In 2011, following the merger with Siemens IT Solutions and Services, a transition process was deployed to perform a top-down risk assessment, which has been presented to the Board of Directors (Audit Committee). Corporate Responsibility and Climate change have been added to the list of 25 risks identified as relevant for the company. Corporate Responsibility /climate change risk definition

The risk that expectations of stakeholders (customers, business partners, employees, public entities, non-governmental organizations and society) regarding corporate / environmental responsibility are not met, impacting reputation and the ability to do business in certain areas.

## Corporate Responsibility

**Atos' Corporate Responsibility program, part of the Group's TOP (Total Operational Performance) program, is overseen by the Group's General Secretary reporting directly to the Chief Executive Officer, Thierry Breton.**

The Corporate Responsibility program is part of The Atos Wellbeing@work ambition and part of TOP Program scope, the global transformation and integration process of the Group, aiming to be recognized as one of the best companies to work for. In this respect, the Wellbeing@work initiative is composed of 9 global projects out of a total of 30 for the TOP<sup>2</sup> Program.

The Corporate Responsibility Office is a global entity under the responsibility of the Executive Vice President General Secretary, composed of an international team of around 15 people including 11 global business unit heads of corporate responsibility as well as service line representatives.

The Corporate Responsibility office holds weekly calls and meets monthly, either on a physical or virtual basis in order to discuss strategic decisions and the implementation of follow-up actions. Specific bi-annual specific reviews are performed by the Group Executive Committee.

## Group overview of governance structure

| Sponsors                         | Reporting                                                  |                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------|------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                  | Core team weekly reporting                                 | Extended team monthly workshops                                                                                                                                                                                                                                                                                                                                                                             |
| Global Management                | Sustainability Performance (Spain - Global Communications) | <b>Country and Global lines</b><br>Representatives<br>- ISO 14001 - GCE<br>- Carbon Reporting - United Kingdom<br>- Sustainability Training - India<br>- USA, Latin America<br>- Central and Eastern Europe, North- and Southwest Europe, Asia and the Pacific<br>- Atos Worldline<br>- Global Managed Services<br>- Global Factory<br>- Global Human Resources<br>- Global Procurement<br>- Global Finance |
| TOP <sup>2</sup> Program Members | Social Responsibility (the Netherlands - Spain)            |                                                                                                                                                                                                                                                                                                                                                                                                             |
| Wellbeing@work Members           | Environmental Commitment (France)                          |                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                  | Business Development Global Markets                        |                                                                                                                                                                                                                                                                                                                                                                                                             |



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# **Information** about the Report

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## Scope of the Report

This chapter describes the scope of 2011 Atos' Corporate Responsibility Report and the guidelines on which it is based. It also addresses how Atos reports according to globally-accepted reporting standards, and the process used to obtain the information presented in this report.

### Global Reporting Initiative (GRI) guidelines

The report is set up according to the Global Reporting Initiative (GRI) G3.1 guidelines, a worldwide standard for reporting on Corporate Responsibility. GRI defines 79 Performance Indicators clustered into 6 categories (economic, environment, labour practices & decent work, human rights, society, product responsibility). This report is prepared in accordance with the reporting criteria and guidelines of the A+ application level of the Global Reporting Initiative (GRI).

Atos is committed to transparent and public reporting on sustainability. This report covers the period from January 1, 2011 to December 31, 2011 in a comparable period (one year) to the previous 2010 report. In term of scope, due to the merger with Siemens IT Solutions and Services on July 1, 2011, the geographical perimeter has changed compared to 2010. Detailed explanations are provided in the 'Scope of Key Performance Indicators' section.

### Process for defining report content

The selection of the KPIs is aligned with Atos business strategy and based on a materiality assessment. Corporate Responsibility strategy includes a prioritization of topics which is an essential requirement for our performance dashboard and internal project follow up.

The GRI table index can be found in this

section of the report. It states which subjects have been considered applicable and then included in the report, or not applicable with the reasons for their exclusion. The required profile information and an overview of the management approach for each indicator category is also provided.

### Reporting scope for the indicators resulting from the materiality study

Atos obtains its Corporate Responsibility (CR) data from internal measurement and from external sources (third parties). Data relating to subcontractors are not reported here, but can be found in the Annual Report.

For the year 2011, following to the merger with Siemens IT Solutions and Services, the Group is organized as follows:

- APAC: Asia Pacific including Australia, China, Hong Kong, Japan, Malaysia, Philippines, Singapore, Taiwan, Thailand, Indonesia;
- CEE: Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Russia, Serbia, Slovakia, Turkey;
- BENELUX: The Netherlands, Belgium, Luxembourg;
- FRANCE;
- GERMANY;
- IBERIA: Portugal, Spain, Andorra.
- IMEA: India, Morocco, South Africa, Egypt, UAE;
- LATAM (Latin America): Argentina, Brazil, Chile, Colombia, Mexico;
- UK&I: The United Kingdom and Ireland;
- NAM (North America): Canada, USA;
- N&SWE: Denmark, Finland and the Baltics, Greece, Italy, Sweden, Switzerland;
- The Service Line ATOS WORLDLINE: French, German, Belgian, Indian and Luxembourg subsidiaries;
- ATOS WORLDGRID: China, France, Spain;
- CORPORATE: France, Germany, Netherlands, Switzerland;
- MAJOR EVENTS: France, Russia, Spain, United Kingdom.

As the merger with Siemens IT Solutions and Services took place on 1<sup>st</sup> July 2011, Atos Group scope for 2011 contains:

- H1 (first semester) Data related to the former Atos Origin Scope;
- H2 (second semester) Data related to the new Atos perimeter, integrating Siemens IT Solutions and Services;
- 2011 Full year data: H1 + H2 data related to real scope of operations and aligned with financial reporting.

The impact of the merger (48,000 => 74,000 employees, € 5.1 => € 8.7 billion – pro-forma 2010), has made 2011 reporting process specially challenging for all the business

units and the corporate consolidations. Thus the results obtained are considered as a first baseline for the Atos Group after integration of Siemens IT Solutions and Services, enabling a first measurement of sustainability data on some of the countries of the new worldwide perimeter. Atos plans to communicate on its complete worldwide perimeter in the year 2012. This report only includes data from entities that are fully owned or majority owned and from those joint ventures where Atos has a controlling interest with respect to corporate responsibility.

On the basis of this context, the scope of the indicators varies on the 2011 reporting period. The table on the pages 86 to 92 specifies the scope associated to each communicated indicator.

### Reporting tool

Atos' Sustainability Office is the contact point for questions regarding the Report and includes representatives from each GBU and Service Line. Representatives are responsible for collecting and documenting the required data and for collecting the evidence.

The data are gathered through global tools and various questionnaires. Most of LA indicators data have been extracted from a Group HR tool (Nessie people). The other part of these LA data has been collected from the countries via a questionnaire. Some other indicators have also been collected at Group level. The rest of indicators have been collected from the GBUs via three questionnaires, one for calculating the full carbon footprint one for the social contribution, and another for the rest of the GRI indicators. Figures are presented in a relative way (using percentages and ratios), unless the reporting protocol requires absolute figures to be disclosed.

All the procedures, templates and final data are stored on the Atos Intranet (Livelink Global Tool) with worldwide access.

In 2011, Atos launched the implementation of the SAP Sustainability Performance Management as a new Global Tool to facilitate the gathering of information, global workflows, validations, exploitation and visualization of KPIs results. 5 Indicators have been implemented in pilot in main regions, Atos' challenge is to report for the full 2012 year within the new tool worldwide.

### Carbon footprint assessment methodology

Based on the GHG protocol, Atos measures

its own emissions considering the three 'classes' of emissions sources identified in the GHG Protocol, relevant to assessing and reporting the GHG emissions of entities.

- Scope 1 emissions: Those are the emissions directly arising from sources associated with the subject, principally from the following types of activities: the combustion of fuels for the generation of electricity, heat, or steam; processing and/or manufacturing of materials or chemicals; transportation in company owned/controlled mobile combustion sources; and fugitive emissions of refrigerant gases as a result of cooling plant failures.
- Scope 2 emissions: Those are the emissions indirectly attributable to the subject from the generation of purchased electricity, heat, steam or cooling that is consumed in owned or controlled equipment or operations.
- Scope 3 emissions: Those are selected other indirect emissions. The most common examples are emissions from transport related activities.

The conversion factors used are based on the DEFRA publications.

#### **Detailed information related to EC6**

For Atos, locally sourced suppliers are mainly subcontractors, real estate, facilities management, some professional services, telecom, some software suppliers (for example if Atos buys Microsoft products in the USA), very few hardware suppliers (they are often Japanese or from the USA), maintenance (if there is a local third party provider), human resources, utilities, postage, healthcare & medical (UK only). Not locally sourced categories are software (SAP, Oracle, etc.), hardware (Dell, HP, etc.), fleet (Arval/ Leaseplan), banking & insurance and outsourcing to shared service centers.

#### **Detailed information related to EC7**

As the merger with Siemens IT Solutions and Services happened in 2011, we do not have all the information concerning GCM or nationalities for ex-Siemens IT Solutions and Services employees. As a result, we decided to consider the ones that have no GCM or no known nationality as out of scope.

#### **Detailed information related to LA KPIs**

Due to legal reasons (work council agreements or law restrictions), we do not yet have the data of Russia and Corporate Germany in our system. As a result, we decided to consider them as out of scope.

#### **Detailed information related to LA7**

Lost working hours used for the calculation of this indicator include both sickness and maternity.

#### **Detailed information related to LA12**

As ex-Siemens IT Solutions and Services employees were not part of the same performance management tool in 2011, we do not have data concerning performance management for these people. We therefore considered them out of scope.

#### **Detailed information related to LA14**

As the merger with Siemens IT Solutions and Services happened in 2011, we do not have all the information concerning GCM for ex-Siemens IT Solutions and Services employees.

Due to legal reasons (work council agreements or law restrictions), we do not have the salaries for some employees in our system.

As a result, we decided to consider the ones that have no GCM or salaries as out of scope.

#### **Detailed information related to HR2**

All active suppliers assessed since the launch of this project have been considered for the calculation of this indicator.

#### **Detailed information related to SO8**

Any fine above €100,000 is considered a 'significant fine'.

#### **Detailed information related to AO2**

This indicator is only based on the Great Place to Work surveys.

#### **Detailed information related to AO4**

The verified scope of this indicator includes only external initiatives which are registered in the internal financial system with their associated external revenue.

#### **Detailed information related to LA13/AO6**

Due to legal reasons (work council agreements), we do not have the job family for some employees in our system. As a result, we decided to consider them as out of scope.

#### **Detailed information related to PR5**

We have included some assumptions and techniques for underlying estimations applied to the compilation of the Indicators and other information in the specific KPIs. For example, in KPI PR5, we have converted the GBUs reported score of customer satisfaction to a homogenous percentage independent from the scale used.

## SCOPE OF KEY PERFORMANCE INDICATORS

| Ref | Indicator name                                                                 | Subindicator                                                                                                                   | Verified data                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Verified scope                                                                                                                                                                                                                                                                                                                                                                                                                | Full reported scope                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| EC1 | Funding for Social Communities (Donations to charity & Commercial initiatives) | a) Sum of all activities performed by Atos Origin to charity<br>b) Sum of employees participating to the initiatives (EC1&EC8) | a) 84,599€ ✓<br>b) 552 employees ✓                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | *For a:<br>ATOS WORLDLINE<br>IMEA (India),<br>UK&I (The United Kingdom) - apart from the Million Maker Initiative<br><br>*For b:<br>ATOS WORLDLINE                                                                                                                                                                                                                                                                            | APAC (China, Hong Kong, Malaysia, Philippines, Singapore, Taiwan)<br>BENELUX (The Netherlands)<br>FRANCE<br>GERMANY<br>IBERIA (Spain)<br>IMEA (India, Morocco, South Africa)<br>LATAM (Brazil)<br>UK&IR (The United Kingdom)<br>NAM (USA)<br>N&SWE (Italy, Switzerland)<br>ATOS WORLDLINE                                                                                                                                     |
| EC4 | Financial assistance from governments                                          | Direct Financial assistance / subsidies received from governments                                                              | 5,117,300 € ✓                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | ATOS WORLDLINE (France, Belgium)                                                                                                                                                                                                                                                                                                                                                                                              | APAC (China)<br>BENELUX (Belgium, Luxembourg)<br>GERMANY<br>IBERIA (Spain)<br>IMEA (India, Morocco, South Africa)<br>N&SWE (Italy)<br>ATOS WORLDLINE (France, Belgium)                                                                                                                                                                                                                                                        |
| ECS | Minimum wage comparison                                                        | Comparison of the entry level wage to the local minimum wage (percentage of variation).                                        | Germany: No local minimum wage ✓<br>France: 201% ✓<br>Belgium: 798% ✓<br>Luxembourg: 29.44% ✓<br>Netherlands: 8.18% ✓<br>Ireland: 29.56% ✓<br>United Kingdom: 0.78% ✓<br>Worldline Belgium: 3.73% ✓<br>Worldline France: 8.69% ✓<br>Worldline Germany: No local minimum wage ✓<br>Worldline India: No local minimum wage ✓<br>Worldline Luxembourg: 66.42% ✓<br>Austria: 0% ✓<br>Bulgaria: 193.94% ✓<br>Croatia: 115.97% ✓<br>Czech Republic: 0% ✓<br>Poland: 0% ✓<br>Romania: 971.43% ✓<br>Serbia: 0% ✓<br>Slovakia: 358.72% ✓<br>Turkey: 15.21% ✓<br>Andorra: 106.30% ✓<br>Portugal: 242.78% ✓<br>Spain: 38.80% ✓<br>Major Events France: 384.28% ✓<br>Major Events Russia: 1964.75% ✓<br>Major Events Spain: 182.88% ✓<br>Major Events UK: 40.22% ✓<br>Greece: 87.66% ✓<br>Italy: 38.35% ✓<br>Switzerland: No local minimum wage ✓<br>Australia: 69.69% ✓<br>Hong Kong: 20.97% ✓<br>Indonesia: No local minimum wage ✓<br>Japan: 136.72% ✓<br>Malaysia: No local minimum wage ✓<br>Philippines: 48.37% ✓<br>Taiwan: 55.75% ✓<br>Thailand: 167.33% ✓<br>India: No local minimum wage ✓<br>Morocco: 100.91% ✓<br>South Africa: No local minimum wage ✓<br>United Arab Emirates: 0% ✓<br>Canada: 57.56% ✓<br>USA: 19.18% ✓<br>Argentina: 19.88% ✓<br>Brazil: 0% ✓<br>Worldgrid China: 653.97% ✓<br>Worldgrid France: 51.95% ✓<br>Worldgrid Spain: 94.89% ✓<br>Corporate France: 61.43% ✓<br>Corporate Netherlands: 131.30% ✓<br>Corporate Switzerland: No local minimum wage ✓ | APAC (Australia, Hong Kong, Japan, Malaysia, Philippines, Taiwan, Thailand, Indonesia)<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM (Argentina, Brazil)<br>UK&I<br>NAM<br>N&SWE (Greece, Italy, Switzerland)<br>ATOS WORLDLINE<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland) | APAC (Australia, Hong Kong, Japan, Malaysia, Philippines, Taiwan, Thailand, Indonesia)<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM (Argentina, Brazil)<br>UK&I<br>NAM<br>N&SWE (Greece, Italy, Switzerland)<br>ATOS WORLDLINE<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland) |

✓ Data verified by KPMG.

| Ref | Indicator name                              | Subindicator                                                                                                                                                                  | Verified data                             | Verified scope                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Full reported scope                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| EC7 | Local hiring                                | a) Number of national senior manager divided by total number of senior managers in the country/ GBU.<br>b) Percentage of local employee<br>c) Percentage of local recruitment | a) 95.14% ✓<br>b) 94.40% ✓<br>c) 92.43% ✓ | APAC<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM<br>UK&I<br>NAM<br>N&SWE<br>ATOS WORLDLINE<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland)<br>Excluding for a : 7,730 employees with missing GCM in Nessle                                                                                                                                       | APAC<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM<br>UK&I<br>NAM<br>N&SWE<br>ATOS WORLDLINE<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland)<br>Excluding for a : 7,730 employees with missing GCM in Nessle                                                                                                                                                                                    |
| EN1 | Office paper used                           | a) Tons of recycled/FSC/PSC paper used in the reporting year<br>b) Tons of other paper used in the reporting year (including paper of which the source is unknown)            | a) 27746 t ✓<br>b) 91.72 t ✓              | APAC (Hong Kong, Malaysia, Philippines, Singapore, Taiwan)<br>CEE (Austria <sup>(1)</sup> , Bulgaria <sup>(2)</sup> , Serbia)<br>BENELUX (Netherlands)<br>FRANCE <sup>(3)</sup><br>GERMANY <sup>(3)</sup><br>IBERIA (Spain)<br>IMEA (India, Morocco) <sup>(3)</sup><br>LATAM (Brazil)<br>UK&I <sup>(3)</sup><br>N&SWE (Denmark, Finland, Greece, Italy)<br>ATOS WORLDLINE (France, Germany, Belgium)<br><br>(1) ex-ATOS ORIGIN employees only<br>(2) ex-SIS employees only<br>(3) ATOS employees | APAC (Hong Kong, Malaysia, Philippines, Singapore, Taiwan)<br>CEE (Austria, Bulgaria, Serbia)<br>BENELUX (Netherlands)<br>FRANCE<br>GERMANY<br>IBERIA (Spain)<br>IMEA (India, Morocco)<br>LATAM (Brazil)<br>UK&I<br>N&SWE (Denmark, Finland, Greece, Italy)<br>ATOS WORLDLINE (France, Germany, Belgium)                                                                                                                                                                                                                                      |
| EN3 | Direct Energy Consumption (DCs & Offices)   | b) Gas purchased by Atos                                                                                                                                                      | b) 2,037 G ✓                              | ATOS WORLDLINE (Belgium)                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | APAC (Australia, China, Hong Kong, Malaysia, Philippines, Singapore, Indonesia)<br>BENELUX (Belgium, The Netherlands)<br>CEE (Austria, Croatia, Czech Republic, Romania, Russia, Slovakia, Turkey)<br>FRANCE<br>GERMANY<br>IBERIA (Portugal, Spain)<br>IMEA (India, Morocco, United Arab)<br>NAM (Canada, USA)<br>N&SWE (Denmark, Greece, Italy, Sweden)<br>LATAM (Argentina, Brazil, Chile, Colombia, Mexico)<br>UK&IR (The United Kingdom)<br>WORLDLINE (Belgium, France, Germany)                                                          |
| EN4 | Indirect Energy Consumption (DCs & Offices) | b) Electricity                                                                                                                                                                | b) 880,412 GJ ✓                           | APAC (Hong Kong <sup>(1)</sup> )<br>FRANCE<br>UK&I<br>ATOS WORLDLINE<br><br>(1) Datacenter "Mega" only                                                                                                                                                                                                                                                                                                                                                                                           | APAC (Australia, China, Hong Kong, Japan, Malaysia, Philippines, Singapore, Taiwan, Thailand, Indonesia)<br>BENELUX (Belgium, Netherlands)<br>CEE (Austria, Croatia, Czech Republic, Poland, Romania, Russia, Serbia, Slovakia, Turkey)<br>FRANCE<br>GERMANY<br>IBERIA (Portugal, Spain)<br>IMEA (India, Morocco, South Africa, United Arab)<br>NAM (Canada, USA)<br>N&SWE (Denmark, Finland, Greece, Italy, Sweden, Switzerland)<br>LATAM (Argentina, Brazil, Chile, Colombia, Mexico)<br>UK&IR (UK)<br>WORLDLINE (Belgium, France, Germany) |

✓ Data verified by KPMG.



| Ref  | Indicator name                                            | Subindicator                                                                                                                                                                  | Verified data                                      | Verified scope                                                                                                                                                                                                                                                                             | Full reported scope                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| EN16 | Direct / Indirect greenhouse gas emission (DCs & Offices) | Direct / Indirect greenhouse gas emission (DCs & Offices) (scope 2 emissions linked to electricity only)                                                                      | 16,396.8 teq CO <sub>2</sub> ✓                     | APAC (Hong Kong <sup>(1)</sup> )<br>ATOS WORLDLINE (Germany)<br><br>(1) Datacenter "Mega" only                                                                                                                                                                                             | APAC (Australia, China, Hong Kong, Japan, Malaysia, Philippines, Singapore, Taiwan, Thailand, Indonesia)<br>BENELUX (Belgium, Netherlands)<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Russia, Serbia, Slovakia, Turkey)<br>FRANCE<br>GERMANY<br>IBERIA (Portugal, Spain)<br>IMEA (India, Morocco, South Africa, United Arab)<br>NAM (Canada, USA)<br>N&SWE (Denmark, Finland, Greece, Italy, Sweden, Switzerland)<br>LATAM (Argentina, Brazil, Chile, Colombia, Mexico)<br>UK&IR (UK)<br>WORLDLINE (Belgium, France, Germany) |
| EN26 | Customers' GHG emissions savings                          | a) Number of initiatives/projects related to a decrease of customers' GHG emissions;<br>b) GHG emissions reduction obtained at customer company level (teq CO <sub>2</sub> ); | a) 3 ✓<br>b) 418264 teq CO <sub>2</sub> ✓          | GERMANY<br>UK&I                                                                                                                                                                                                                                                                            | BENELUX (Netherlands)<br>FRANCE<br>GERMANY<br>UK&IR (UK)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| LA1  | Organizational workforce per headcount                    | The total workforce includes the legal staff, the supervised workers and the external subcontractors                                                                          | Total Workforce: 82,483 ✓<br>Legal Staff: 72,570 ✓ | APAC<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM<br>UK&I<br>NAM<br>N&SWE<br>ATOS WORLDLINE<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland) | APAC<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM<br>UK&I<br>NAM<br>N&SWE<br>ATOS WORLDLINE<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland)                                                                                                                                                                                                                                                              |
| LA2  | Employee Attrition                                        | a) Number of employees leaving employment<br>b) Number of employees at end of reporting period<br>c) Employees turnover in %                                                  | a) 8,519 ✓<br>b) 72,570 ✓<br>c) 11.74% ✓           | APAC<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM<br>UK&I<br>NAM<br>N&SWE<br>ATOS WORLDLINE<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland) | APAC<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM<br>UK&I<br>NAM<br>N&SWE<br>ATOS WORLDLINE<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland)                                                                                                                                                                                                                                                              |

✓ Data verified by KPMG.

| Ref  | Indicator name                       | Subindicator                                                                                                                                                                                                                                                                     | Verified data                                                                                                                                                                                                                                                                                                                                                                                                                        | Verified scope                                                                                                                                                                                                                                                                                                                                                 | Full reported scope                                                                                                                                                                                                                                                                                                                                            |
|------|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LA3  | Benefits to employees                | a) Atos employee stock ownership plan<br>b) Employees participating in risk benefit arrangements<br>c) Breakdown of permanent workforce by form of death benefit payment<br>d) Breakdown of permanent workforce who is entitled to a lump sum death benefit by level of benefits | a) Plan available for 14 countries covering 88% of the total staff ✓<br>b) Death benefits: 97% of permanent, 87% of temporary ✓<br>Disability benefits: 94% of permanent, 85% of temporary ✓<br>Health care: 79% of permanent, 67% of temporary ✓<br>c) Lump sum payment: 79% ✓<br>Annuity for spouse/children: 18% ✓<br>None: 3% ✓<br>d) 3 times and above: 46% ✓<br>2-3 times: 26% ✓<br>1-2 times: 25% ✓<br>Less than 1 time: 4% ✓ | APAC<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM<br>UK&I<br>NAM<br>N&SWE<br>ATOS WORLDLINE<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland)                                                                     | APAC<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM<br>UK&I<br>NAM<br>N&SWE<br>ATOS WORLDLINE<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland)                                                                     |
| LA7  | Lost working days / Absenteeism rate | a) Lost Working Hours<br>b) Total Workable Hours<br>c) Absenteeism Rate                                                                                                                                                                                                          | a) 1,270,307.91 hours ✓<br>b) 41,672,016.8 hours ✓<br>c) 3.05% ✓                                                                                                                                                                                                                                                                                                                                                                     | APAC (Hong Kong, Japan, Singapore, Taiwan)<br>CEE (Poland, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA (Spain)<br>IMEA (Morocco)<br>UK&I (UK)<br>NAM<br>MAJOR EVENTS (Spain, United Kingdom)                                                                                                                                                             | APAC (Hong Kong, Japan, Singapore, Taiwan)<br>CEE (Poland, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA (Spain)<br>IMEA (Morocco)<br>UK&I (UK)<br>NAM<br>MAJOR EVENTS (Spain, United Kingdom)                                                                                                                                                             |
| LA10 | Average training hours per employee  | a) Total number of employees H1 & H2 2011<br>c) Number of e-learning hours per key program                                                                                                                                                                                       | a) H1: 47,564 ✓<br>H2: 72,570 ✓<br>c) Total : 68,396 hours ✓                                                                                                                                                                                                                                                                                                                                                                         | * for H1: ATOS ORIGIN employees<br><br>* for H2: ATOS employees from: CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>UK&I<br>NAM<br>ATOS WORLDLINE                                                                                                           | * for H1: ATOS ORIGIN employees<br><br>* for H2: ATOS employees from: CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>UK&I<br>NAM<br>ATOS WORLDLINE                                                                                                           |
| LA12 | Career development monitoring        | Number and percentage of total employees who received a formal performance appraisal and review during the reporting period.<br>a) for Atos Group,<br>b) for Atos Origin.                                                                                                        | a) 48.16% ✓<br>b) 73.46% ✓                                                                                                                                                                                                                                                                                                                                                                                                           | * for a: ATOS employees from: APAC<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM<br>UK&I<br>NAM<br>N&SWE<br>ATOS WORLDLINE<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland)<br><br>* for b: ATOS ORIGIN employees | * for a: ATOS employees from: APAC<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM<br>UK&I<br>NAM<br>N&SWE<br>ATOS WORLDLINE<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland)<br><br>* for b: ATOS ORIGIN employees |
| LA13 | Management diversity ratios          | a) Total number of TOP750 in each job family                                                                                                                                                                                                                                     | a) Audit: 0.41% ✓<br>Communication: 0.68% ✓<br>Customer Relations: 8.53% ✓<br>Finance: 3.11% ✓<br>Human Resources: 2.84% ✓<br>ICT Support & Administration: 0.14% ✓<br>Legal Affairs: 1.35% ✓<br>Management: 59.13% ✓<br>Purchasing: 1.49% ✓<br>Service Delivery: 3.1% ✓<br>Systems Development and Maintenance: 0.81% ✓<br>Technical Advice and Consultancy: 2.30% ✓<br>Unknown: 16.10% ✓                                           | * for a, b, c: ATOS employees from: APAC<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM                                                                                                                                                             | * for a, b, c: ATOS employees from: APAC<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM                                                                                                                                                             |

✓ Data verified by KPMG.

| Ref  | Indicator name                    | Subindicator                                                                                                                                                                                              | Verified data                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Verified scope                                                                                                                                                                                                                                                                                                     | Full reported scope                                                                                                                                                                                                                                                                                                          |
|------|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LA13 |                                   | b) Number and percentage of TOP750 per gender and nationality<br>c) Average age and seniority per GBU and gender<br>d) Promotion among the TOP750 per gender                                              | b) Percentage of female in the TOP750: 14.61% ✓<br>Percentage of male in the TOP750: 85.39% ✓<br>Percentage of French employees in the TOP750: 26% ✓<br>Percentage of Dutch employees in the TOP750: 12% ✓<br>Percentage of British employees in the TOP750: 15.97% ✓<br>Percentage of German employees in the TOP750: 17% ✓<br>Percentage of Spanish employees in the TOP750: 4% ✓<br>Percentage of Belgian employees in the TOP750: 3.92% ✓<br>Percentage of Indian employees in the TOP750: 4% ✓<br>Percentage of American employees in the TOP750: 3.65% ✓<br>Percentage of Austrian employees in the TOP750: 3.38% ✓<br><br>c) Average seniority: 12 years ✓<br>Average age: 46.28 years old ✓<br><br>d) Percentage of female that received a promotion: 28.07% ✓<br>Percentage of male that received a promotion: 34.94% ✓ | UK&I<br>NAM<br>N&SWE<br>ATOS WORLDLINE<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland)                                                                                                                                                                                           | UK&I<br>NAM<br>N&SWE<br>ATOS WORLDLINE<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland)                                                                                                                                                                                                     |
|      |                                   |                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | *for d: ATOS ORIGIN employees                                                                                                                                                                                                                                                                                      | *for d: ATOS ORIGIN employees                                                                                                                                                                                                                                                                                                |
| LA14 | Salary rate between men and women | a) Ratio of the basic salary of women to the basic salary of men for each job family<br>b) Variation between the basic salary of women and the basic salary of men for each GCM (Global Capability Model) | a) Audit: 1.03 ✓<br>Communication: 0.72 ✓<br>Customer Relations: 0.73 ✓<br>Education & Training: 0.90 ✓<br>Facility Management: 0.76 ✓<br>Finance: 0.70 ✓<br>Human Resources: 0.81 ✓<br>ICT Support & Administration: 0.75 ✓<br>Legal Affairs: 0.79 ✓<br>Management: 0.81 ✓<br>Management and Office Support: 1.46 ✓<br>Medical Services: 0.67 ✓<br>Policy, Planning and Research: 1.01 ✓<br>Purchasing: 0.66 ✓<br>Quality: 0.80 ✓<br>Risk Management: 0.81 ✓<br>Service Delivery: 0.72 ✓<br>Systems Development and Maintenance: 0.84 ✓<br>Technical Advice & Consultancy: 0.78 ✓<br>Unknown: 0.82 ✓<br>b) GCM 0: -47% ✓<br>GCM 1: -5% ✓<br>GCM 2: -11% ✓<br>GCM 3: -7% ✓<br>GCM 4: -7% ✓<br>GCM 5: -11% ✓<br>GCM 6: -9% ✓<br>GCM 7: -8% ✓<br>GCM 8: -6% ✓<br>GCM 9: -7% ✓<br>GCM 99: -11% ✓                                    | APAC<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM<br>UK&I<br>NAM<br>N&SWE<br>ATOS WORLDLINE<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland)                         | APAC<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM<br>UK&I<br>NAM<br>N&SWE<br>ATOS WORLDLINE<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland)                                   |
| PR5  | Customer satisfaction survey      | a) Number of surveys fulfilled<br>b) % customer satisfaction                                                                                                                                              | a) 1149 ✓<br>b) 77% ✓                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | APAC (Japan, Philippines, Singapore, Taiwan)<br>CEE (Austria, Serbia, Bulgaria, Czech Republic, Poland)<br>BENELUX (Netherlands)<br>GERMANY<br>IBERIA (Spain, Portugal)<br>IMEA (India, Morocco)<br>LATAM (Brazil)<br>UK&I (UK)<br>N&SWE (Denmark, Greece, Italy, Sweden, Switzerland)<br>ATOS WORLDLINE (Germany) | APAC (Japan, Philippines, Singapore, Taiwan, Malaysia)<br>CEE (Austria, Serbia, Bulgaria, Czech Republic, Poland)<br>BENELUX (Netherlands)<br>FRANCE<br>GERMANY<br>IBERIA (Spain)<br>IMEA (India, Morocco)<br>LATAM (Brazil)<br>UK&I (UK)<br>N&SWE (Denmark, Greece, Italy, Sweden, Switzerland)<br>ATOS WORLDLINE (Germany) |
| PR8  | Customers' complaints             | Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data                                                                                               | 3 ✓                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | ATOS WORLDLINE                                                                                                                                                                                                                                                                                                     | APAC<br>CEE<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM<br>UK&I<br>N&SWE<br>ATOS WORLDLINE                                                                                                                                                                                                                    |

✓ Data verified by KPMG.

| Ref | Indicator name                        | Subindicator                                                                                                                                                                                                                                                  | Verified data                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Verified scope                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Full reported scope                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AO2 | Employee Satisfaction                 | a) employees targeted in the GPTW survey<br>b) employees answering GPTW survey<br>c) % positive answers to "Taking everything into account, I would say this is a great place to work."                                                                       | a) 32,160 ✓<br>b) 16,471 ✓<br>c) 39% ✓                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | GERMANY <sup>(3)</sup><br>IBERIA (Spain <sup>(3)</sup> )<br>IMEA (India <sup>(3)</sup> )<br>LATAM (Brazil <sup>(3)</sup> )<br>UK&I (UK <sup>(3)</sup> )<br>NAM (USA <sup>(3)</sup> , Canada <sup>(3)</sup> )<br>N&SWE (Finland <sup>(3)</sup> )<br>ATOS WORLDLINE (Belgium <sup>(3)</sup> , India <sup>(3)</sup> )<br><br>(1) ex-ATOS ORIGIN employees only<br>(2) ex-SIS employees only<br>(3) ATOS employees                                                                                                                                                                                                                                                                                                                                                                                                                                                         | GERMANY <sup>(3)</sup><br>IBERIA (Spain <sup>(3)</sup> )<br>IMEA (India <sup>(3)</sup> )<br>LATAM (Brazil <sup>(3)</sup> )<br>UK&I (UK <sup>(3)</sup> )<br>NAM (USA <sup>(3)</sup> , Canada <sup>(3)</sup> )<br>N&SWE (Finland <sup>(3)</sup> )<br>ATOS WORLDLINE (Belgium <sup>(3)</sup> , India <sup>(3)</sup> )<br><br>(1) ex-ATOS ORIGIN employees only<br>(2) ex-SIS employees only<br>(3) ATOS employees                                                                                |
| AO4 | Cloud Computing projects with clients | a) Number of initiatives regarding Cloud Computing development<br>b) Revenues associated with initiatives regarding Cloud Computing development                                                                                                               | a) 32 ✓<br>b) 1,336,792 € ✓                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | BENELUX (Netherlands)<br>IBERIA (Spain)<br>N&SWE (Italy)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | APAC (Thailand)<br>CEE (Austria, Slovakia, Bulgaria, Slovenia)<br>BENELUX (Netherlands)<br>GERMANY<br>IBERIA (Spain)<br>UK&I<br>N&SWE (Italy)<br>ATOS WORLDLINE (Belgium, France, Germany)                                                                                                                                                                                                                                                                                                    |
| AO6 | Workforce diversity ratios            | a) Total number of employees in each job family<br>b) Number and percentage of employees per gender and nationality<br>c) Average age and seniority<br>d) Promotion among the employees per gender<br>e) Percentage of disabled employee, per GBU and country | a) Audit: 0.6% ✓<br>Communication: 0.14% ✓<br>Customer Relations: 2.51% ✓<br>Education & Training: 0.15% ✓<br>Facility Management: 0.28% ✓<br>Finance: 1.95% ✓<br>Human Resources: 1.12% ✓<br>ICT Support & Administration: 1.19% ✓<br>Legal Affairs: 0.13% ✓<br>Management: 9.52% ✓<br>Management and Office Support: 1.54% ✓<br>Medical Services: 1.51% ✓<br>Policy, Planning & Research: 0.03% ✓<br>Purchasing: 0.41% ✓<br>Quality: 0.48% ✓<br>Risk Management: 0.05% ✓<br>Service Delivery: 33.65% ✓<br>Systems Development and Maintenance: 25.88% ✓<br>Technical Advice and Consultancy: 8.77% ✓<br>Unknown: 10.65% ✓<br>b) Percentage of female: 27% ✓<br>Percentage of male: 73% ✓<br>Percentage of French employees: 18.81% ✓<br>Percentage of Dutch employees: 8.54% ✓<br>Percentage of British employees: 12.55% ✓<br>Percentage of German employees: 12.31% ✓<br>Percentage of Spanish employees: 7.28% ✓<br>Percentage of Belgian employees: 2.68% ✓<br>Percentage of Indian employees: 11.2% ✓<br>Percentage of American employees: 5.06% ✓<br>Percentage of Austrian employees: 2.55% ✓<br>c) Average seniority: 940 years ✓<br>Average age: 39.32 years old ✓<br>d) Percentage of female that received a promotion: 11.48% ✓<br>Percentage of male that received a promotion: 12.60% ✓<br>e) Germany: 4.02% ✓<br>France: 1.65% ✓<br>Belgium: 0% ✓<br>Luxembourg: 0% ✓<br>Netherlands: 0.74% ✓<br>Ireland: 0% ✓<br>United Kingdom: 1.54% ✓<br>Worldline Belgium: 0.09% ✓<br>Worldline France: 1.46% ✓<br>Worldline Germany: 0.82% ✓<br>Worldline India: 0% ✓<br>Austria: 2.01% ✓<br>Bulgaria: 1.04% ✓<br>Croatia: 2.42% ✓<br>Czech Republic: 0.54% ✓<br>Poland: 0.50% ✓<br>Romania: 0.69% ✓<br>Serbia: 0% ✓<br>Slovakia: 1.07% ✓<br>Turkey: 3.55% ✓<br>Spain: 0.93% ✓<br>Major Events France: 0% ✓<br>Major Events Russia: 0% ✓<br>Major Events Spain: 0% ✓<br>Denmark: 0% ✓<br>Finland: 0% ✓<br>Greece: 0% ✓ | * for a, b, c: ATOS employees from:<br>APAC<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA<br>IMEA<br>LATAM<br>UK&I<br>NAM<br>N&SWE<br>ATOS WORLDLINE<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland)<br><br>* for d: ATOS ORIGIN employees<br><br>* for e: ATOS employees from:<br>APAC<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA (Spain)<br>IMEA (India, Morocco, UAE, South Africa)<br>LATAM (Argentina, Brazil, Colombia, Mexico)<br>UK&I<br>N&SWE (Denmark, Finland, Greece, Italy, Switzerland)<br>ATOS WORLDLINE (Belgium, France, Germany, India)<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland) | * for a, b, c: ATOS employees from:<br>APAC<br>CEE (Austria, Bulgaria, Croatia, Czech Republic, Poland, Romania, Serbia, Slovakia, Turkey)<br>BENELUX<br>FRANCE<br>GERMANY<br>IBERIA (Spain)<br>IMEA (India, Morocco, UAE, South Africa)<br>LATAM (Argentina, Brazil, Colombia, Mexico)<br>UK&I<br>N&SWE (Denmark, Finland, Greece, Italy, Switzerland)<br>ATOS WORLDLINE (Belgium, France, Germany, India)<br>ATOS WORLDGRID<br>MAJOR EVENTS<br>CORPORATE (France, Netherlands, Switzerland) |

✓ Data verified by KPMG.

| Ref  | Indicator name                                   | Subindicator                                                                                                                | Verified data                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Verified scope                                                                                   | Full reported scope                                                                              |
|------|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| AO6  | Workforce diversity ratio                        | e) Percentage of disabled employees per GBU and country                                                                     | Italy: 2.91% ✓<br>Switzerland: 0% ✓<br>Australia: 0% ✓<br>China: 0% ✓<br>Hong Kong: 0% ✓<br>Indonesia: 0% ✓<br>Japan: 0% ✓<br>Malaysia: 0% ✓<br>Philippines: 0.10% ✓<br>Singapore: 0% ✓<br>Taiwan: 0% ✓<br>Thailand: 0% ✓<br>India: 0% ✓<br>Morocco: 0% ✓<br>South Africa: 4.27% ✓<br>United Arab Emirates: 0% ✓<br>Argentina: 0% ✓<br>Brazil: 2.54% ✓<br>Colombia: 0% ✓<br>Mexico: 0% ✓<br>Worldgrid China: 0% ✓<br>Worldgrid France: 0.33% ✓<br>Corporate France: 3.13% ✓<br>Corporate Netherlands: 0% ✓<br>Corporate Switzerland: 0% ✓ |                                                                                                  |                                                                                                  |
| AO7  | Sustainable projects with clients                | a) Number of initiatives related to Sustainability Offering :<br>a.2 Intelligent Sustainability<br>b) Revenues              | a) 2 ✓<br>b) 158,400€ ✓                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | GERMANY                                                                                          | GERMANY<br>IBERIA (Spain)                                                                        |
| AO9  | Number of initiatives to improve work conditions | a) Number of audited sites (Campus questionnaire)<br>b) People in Campus concept > 80%<br>c) People in Campus concept > 50% | a) 36 ✓<br>b) 4500 ✓<br>c) 12,315 ✓                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ATOS ORIGIN employees from :<br>FRANCE<br>GERMANY<br>IMEA (India)<br>LATAM (Brazil)<br>UK&I (UK) | ATOS ORIGIN employees from :<br>FRANCE<br>GERMANY<br>IMEA (India)<br>LATAM (Brazil)<br>UK&I (UK) |
| AO12 | Top Management commitment with employees         | People participating to breakfast with CEO or local management                                                              | 368 ✓                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | BENELUX (Netherlands)<br>GERMANY<br>IBERIA (Spain)<br>UK&I (UK)                                  | BENELUX (Netherlands)<br>GERMANY<br>IBERIA (Spain)<br>UK&I (UK)                                  |
| AO13 | Atos culture and values awareness                | a) New joiners participating to Welcome days<br>b) Buddy assignment                                                         | a) 336 ✓<br>b) 336 ✓                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | BENELUX (Netherlands)                                                                            | BENELUX (Netherlands)                                                                            |

✓ Data verified by KPMG.

| Profile Disclosure | Description | Degree of reporting (we do report***/ we partially report**/ we do not report*) | Atos Sustainability Report 2011 (more detailed info in Atos Annual Report) (Where to find info/ remarks) | Reason for omission (sub-indicators not reported) | UNG Principles |
|--------------------|-------------|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------------|----------------|
|--------------------|-------------|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------------|----------------|

## STANDARD DISCLOSURES PART I: Profile Disclosures

### 1. Strategy and Analysis

|     |                                                                   |     |                                                                                                                                |  |  |
|-----|-------------------------------------------------------------------|-----|--------------------------------------------------------------------------------------------------------------------------------|--|--|
| 1.1 | Statement from the most senior decision-maker of the organization | *** | Foreword by the Chairman & CEO - CR report + Vision & Strategy - CR report (CR = Corporate Responsibility; AR = Annual Report) |  |  |
| 1.2 | Description of key impacts, risks, and opportunities.             | *** | IT sector challenges and opportunities - CR report + Vision & Strategy - CR report                                             |  |  |

### 2. Organizational Profile

|      |                                                                                                                                                                                                |     |                                                                  |  |  |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|------------------------------------------------------------------|--|--|
| 2.1  | Name of the organization.                                                                                                                                                                      | *** | Atos at a glance - CR Report + Company Profile - AR              |  |  |
| 2.2  | Primary brands, products, and/or services.                                                                                                                                                     | *** | Company Profile - AR                                             |  |  |
| 2.3  | Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.                                                                    | *** | Company Profile - AR                                             |  |  |
| 2.4  | Location of organization's headquarters.                                                                                                                                                       | *** | Locations - AR                                                   |  |  |
| 2.5  | Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report. | *** | Company Profile - AR                                             |  |  |
| 2.6  | Nature of ownership and legal form.                                                                                                                                                            | *** | Corporate Governance - AR + Corporate Governance - CR report     |  |  |
| 2.7  | Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).                                                                                         | *** | Market sectors - AR                                              |  |  |
| 2.8  | Scale of the reporting organization.                                                                                                                                                           | *** | Company Profile - AR + Atos at a glance - CR Report              |  |  |
| 2.9  | Significant changes during the reporting period regarding size, structure, or ownership.                                                                                                       | *** | Atos to Siemens - AR + Governance and Stock Market overview - AR |  |  |
| 2.10 | Awards received in the reporting period.                                                                                                                                                       | *** | Our sustainable journey - CR report                              |  |  |

### 3. Report Parameters

|     |                                                                                                                                                                                                                                                                                                             |     |                                                                                          |  |  |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|------------------------------------------------------------------------------------------|--|--|
| 3.1 | Reporting period (e.g., fiscal/calendar year) for information provided.                                                                                                                                                                                                                                     | *** | Information about the report - CR report + Stock Market overview - AR                    |  |  |
| 3.2 | Date of most recent previous report (if any).                                                                                                                                                                                                                                                               | *** | DA = 2010 CR report + 2010 AR                                                            |  |  |
| 3.3 | Reporting cycle (annual, biennial, etc.)                                                                                                                                                                                                                                                                    | *** | DA = Annual                                                                              |  |  |
| 3.4 | Contact point for questions regarding the report or its contents.                                                                                                                                                                                                                                           | *** | Contacts - AR + Contacts - CR report                                                     |  |  |
| 3.5 | Process for defining report content.                                                                                                                                                                                                                                                                        | *** | Vision & Strategy - CR report + Information about the report - CR + Future & Trends - AR |  |  |
| 3.6 | Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.                                                                                                                                            | *** | Information about the report - CR report                                                 |  |  |
| 3.7 | State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope). I                                                                                                                                                                              | *** | Information about the report - CR report                                                 |  |  |
| 3.8 | Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.                                                                                           | *** | Information about the report - CR report                                                 |  |  |
| 3.9 | Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols. | *** | Information about the report - CR report                                                 |  |  |



| Profile Disclosure | Description                                                                                                                                                                                                                           | Degree of reporting (we do report***/ we partially report**/ we do not report*) | Atos Sustainability Report 2011 (more detailed info in Atos Annual Report) (Where to find info/ remarks) | Reason for omission (sub-indicators not reported) | UNG Principles |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------------|----------------|
| 3.10               | Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/acquisitions, change of base years/ periods, nature of business, measurement methods). | ***                                                                             | Information about the report - CR report                                                                 |                                                   |                |
| 3.11               | Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.                                                                                                             | ***                                                                             | Information about the report - CR report                                                                 |                                                   |                |
| 3.12               | Table identifying the location of the Standard Disclosures in the report.                                                                                                                                                             | ***                                                                             | Key Performance Indicators (KPIs) - CR report                                                            |                                                   |                |
| 3.13               | Policy and current practice with regard to seeking external assurance for the report.                                                                                                                                                 | ***                                                                             | Information about the report - CR report                                                                 |                                                   |                |

#### 4. Governance, Commitments, and Engagement

|      |                                                                                                                                                                                                                                                                                                                                |     |                                                                                                                          |  |  |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|--------------------------------------------------------------------------------------------------------------------------|--|--|
| 4.1  | Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.                                                                                                                                         | *** | Corporate Governance - CR Report + Governance - AR                                                                       |  |  |
| 4.2  | Indicate whether the Chair of the highest governance body is also an executive officer.                                                                                                                                                                                                                                        | *** | Corporate Governance - CR Report + Governance - AR                                                                       |  |  |
| 4.3  | For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.                                                                                                                                                           | *** | Corporate Governance - CR Report + Governance - AR                                                                       |  |  |
| 4.4  | Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.                                                                                                                                                                                                              | *** | Corporate Governance - CR Report + Governance - AR                                                                       |  |  |
| 4.5  | Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).                                                                                              | *** | Corporate Governance - CR Report + Governance - AR                                                                       |  |  |
| 4.6  | Processes in place for the highest governance body to ensure conflicts of interest are avoided.                                                                                                                                                                                                                                | *** | Corporate Governance - CR Report + Governance - AR                                                                       |  |  |
| 4.7  | Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.                                                                                                                                  | *** | Corporate Governance - CR Report + Governance - AR                                                                       |  |  |
| 4.8  | Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.                                                                                                                                     | *** | Vission and Strategy - CR Report + Building a great place to work - CR Report + Future & Trends - AR                     |  |  |
| 4.9  | Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.                 | *** | Corporate Governance - CR Report + Governance - AR                                                                       |  |  |
| 4.10 | Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.                                                                                                                                                                          | *** | Corporate Governance - CR Report + Governance - AR + DA = In 2012, TOP management will have new social targets in BSC.   |  |  |
| 4.11 | Explanation of whether and how the precautionary approach or principle is addressed by the organization.                                                                                                                                                                                                                       | *** | Future & Trends - AR                                                                                                     |  |  |
| 4.12 | Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.                                                                                                                                                                          | *** | Responsible Citizenship - CR report + Helping to build the firm of future - CR Report + Stakeholder dialogue - CR report |  |  |
| 4.13 | Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic. | *** | Responsible Citizenship - CR report + Helping to build the firm of future - CR Report                                    |  |  |
| 4.14 | List of stakeholder groups engaged by the organization.                                                                                                                                                                                                                                                                        | *** | Stakeholder dialogue - CR report                                                                                         |  |  |

| Profile Disclosure | Description                                                                                                                                                                             | Degree of reporting (we do report***/ we partially report**/ we do not report*) | Atos Sustainability Report 2011 (more detailed info in Atos Annual Report) (Where to find info/ remarks) | Reason for omission (sub-indicators not reported) | UN G Principles |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------------|-----------------|
| 4.15               | Basis for identification and selection of stakeholders with whom to engage.                                                                                                             | **                                                                              | Vision & Strategy - CR report + Stakeholder dialogue - CR report.                                        |                                                   |                 |
| 4.16               | Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.                                                                               | ***                                                                             | Stakeholder Dialogue - CR report                                                                         |                                                   |                 |
| 4.17               | Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. | ***                                                                             | Vision & Strategy - CR report + Stakeholders Dialogue - CR report                                        |                                                   |                 |

#### STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

|        |                                      |     |                                                                                                                                                        |  |  |
|--------|--------------------------------------|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| DMA EC | Disclosure on Management Approach EC | **  | Business & technology - AR                                                                                                                             |  |  |
| DMA EN | Disclosure on Management Approach EN | **  | Our sustainable journey - CR report                                                                                                                    |  |  |
| DMA LA | Disclosure on Management Approach LA | **  | Building a great place to work - CR report                                                                                                             |  |  |
| DMA HR | Disclosure on Management Approach HR | **  | Our sustainable journey - CR report + Corporate Governance - CR report + Stakeholder dialogue - CR report + Building a great place to work - CR report |  |  |
| DMA SO | Disclosure on Management Approach SO | **  | Corporate Governance - CR report                                                                                                                       |  |  |
| DMA PR | Disclosure on Management Approach PR | *** | Corporate Governance - CR report + Stakeholder dialogue - CR report                                                                                    |  |  |

#### STANDARD DISCLOSURES PART III: Performance Indicators

##### Economic

|     |                                                                                                                                                                                                                               |     |                                                                                                         |               |  |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|---------------------------------------------------------------------------------------------------------|---------------|--|
| EC1 | Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments. | *** | Our model, our results - AR + Atos at a glance - CR Report + Responsible Citizenship - CR report        |               |  |
| EC2 | Financial implications and other risks and opportunities for the organization's activities due to climate change.                                                                                                             | **  | Corporate Governance - CR Report                                                                        | Not available |  |
| EC3 | Coverage of the organization's defined benefit plan obligations.                                                                                                                                                              | **  | Building a great place to work - CR report                                                              | Not material  |  |
| EC4 | Significant financial assistance received from government.                                                                                                                                                                    | *** | Responsible Citizenship - CR report + DA = The government is not present in the shareholding structure. |               |  |
| EC5 | Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.                                                                                                            | **  | Building a great place to work - CR report                                                              | Not available |  |
| EC6 | Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.                                                                                                               | **  | Our sustainable journey - CR report                                                                     | Not available |  |
| EC7 | Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.                                                                                         | **  | Building a great place to work - CR report                                                              | Not available |  |
| EC8 | Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.                                                                  | **  | Responsible Citizenship - CR report                                                                     | Not available |  |

| Profile Disclosure                             | Description                                                                                                                                                               | Degree of reporting (we do report***/ we partially report**/ we do not report*) | Atos Sustainability Report 2011 (more detailed info in Atos Annual Report) (Where to find info/ remarks) | Reason for omission (sub-indicators not reported) | UNG Principles |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------------|----------------|
| <b>Environmental</b>                           |                                                                                                                                                                           |                                                                                 |                                                                                                          |                                                   |                |
| EN1                                            | Materials used by weight or volume.                                                                                                                                       | ***                                                                             | Our sustainable journey - CR report                                                                      |                                                   | 7              |
| EN2                                            | Percentage of materials used that are recycled input materials.                                                                                                           | ***                                                                             | Environmental Commitment - CR report                                                                     |                                                   |                |
| EN3                                            | Direct energy consumption by primary energy source.                                                                                                                       | ***                                                                             | Environmental Commitment - CR report                                                                     |                                                   | 7              |
| EN4                                            | Indirect energy consumption by primary source.                                                                                                                            | ***                                                                             | Environmental Commitment - CR report                                                                     |                                                   | 7              |
| EN5                                            | Energy saved due to conservation and efficiency improvements.                                                                                                             | **                                                                              | Environmental Commitment - CR report                                                                     | Not available                                     | 7,8            |
| EN6                                            | Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.          | **                                                                              | Environmental Commitment - CR report                                                                     | Not available                                     | 7,8            |
| EN7                                            | Initiatives to reduce indirect energy consumption and reductions achieved.                                                                                                | **                                                                              | Environmental Commitment - CR report                                                                     | Not available                                     | 7,8            |
| EN8                                            | Total water withdrawal by source.                                                                                                                                         | *                                                                               |                                                                                                          | Not material                                      |                |
| EN11                                           | Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.                        | *                                                                               |                                                                                                          | Not material                                      |                |
| EN12                                           | Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas. | *                                                                               |                                                                                                          | Not material                                      |                |
| EN16                                           | Total direct and indirect greenhouse gas emissions by weight.                                                                                                             | ***                                                                             | Environmental Commitment - CR report                                                                     |                                                   | 7              |
| EN17                                           | Other relevant indirect greenhouse gas emissions by weight.                                                                                                               | ***                                                                             | Environmental Commitment - CR report                                                                     |                                                   |                |
| EN18                                           | Initiatives to reduce greenhouse gas emissions and reductions achieved.                                                                                                   | ***                                                                             | Environmental Commitment - CR report                                                                     |                                                   | 7,8            |
| EN19                                           | Emissions of ozone-depleting substances by weight.                                                                                                                        | **                                                                              | Environmental Commitment - CR report                                                                     | Not available                                     | 7              |
| EN20                                           | NOx, SOx, and other significant air emissions by type and weight.                                                                                                         | *                                                                               |                                                                                                          | Not material                                      |                |
| EN21                                           | Total water discharge by quality and destination.                                                                                                                         | *                                                                               |                                                                                                          | Not material                                      |                |
| EN22                                           | Total weight of waste by type and disposal method.                                                                                                                        | *                                                                               |                                                                                                          | Not material                                      |                |
| EN23                                           | Total number and volume of significant spills.                                                                                                                            | *                                                                               |                                                                                                          | Not material                                      |                |
| EN26                                           | Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.                                                                  | **                                                                              | Environmental Commitment - CR report + Helping to build the firm of future - CR report                   | Not available                                     | 7,8,9          |
| EN27                                           | Percentage of products sold and their packaging materials that are reclaimed by category.                                                                                 | *                                                                               |                                                                                                          | Not material                                      |                |
| EN28                                           | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.                                | *                                                                               |                                                                                                          | Not material                                      |                |
| <b>Social: Labor Practices and Decent Work</b> |                                                                                                                                                                           |                                                                                 |                                                                                                          |                                                   |                |
| LA1                                            | Total workforce by employment type, employment contract, and region.                                                                                                      | ***                                                                             | Building a great place to work - CR report                                                               |                                                   |                |
| LA2                                            | Total number and rate of employee turnover by age group, gender, and region.                                                                                              | ***                                                                             | Building a great place to work - CR report                                                               |                                                   | 6              |
| LA3                                            | Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.                                                  | ***                                                                             | Building a great place to work - CR report                                                               |                                                   | 6              |
| LA4                                            | Percentage of employees covered by collective bargaining agreements.                                                                                                      | ***                                                                             | Building a great place to work - CR report                                                               |                                                   | 3              |

| Profile Disclosure | Description                                                                                                                                                                   | Degree of reporting (we do report***/ we partially report**/ we do not report*) | Atos Sustainability Report 2011 (more detailed info in Atos Annual Report) (Where to find info/ remarks) | Reason for omission (sub-indicators not reported) | UNG Principles |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------------|----------------|
| LA5                | Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.                                               | **                                                                              | Building a great place to work - CR report                                                               | Not available                                     | 3              |
| LA7                | Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.                                                          | **                                                                              | Building a great place to work - CR report                                                               | Not available                                     | 1              |
| LA8                | Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases. | **                                                                              | Building a great place to work - CR report                                                               | Not available                                     | 1              |
| LA10               | Average hours of training per year per employee by employee category.                                                                                                         | **                                                                              | Building a great place to work - CR report                                                               | Not available                                     | 1              |
| LA11               | Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.                        | ***                                                                             | Building a great place to work - CR report                                                               |                                                   |                |
| LA12               | Percentage of employees receiving regular performance and career development reviews.                                                                                         | ***                                                                             | Building a great place to work - CR report                                                               |                                                   |                |
| LA13               | Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.        | ***                                                                             | Building a great place to work - CR report                                                               |                                                   | 1,6            |
| LA14               | Ratio of basic salary of men to women by employee category.                                                                                                                   | **                                                                              | Building a great place to work - CR report                                                               | Not available                                     | 6              |
| LA15               | Return to work and retention rates after parental leave, by gender.                                                                                                           | *                                                                               |                                                                                                          | Not available                                     |                |

#### Social: Human Rights

|      |                                                                                                                                                                                                                   |     |                                                                                                                                                                              |               |        |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------|
| HR1  | Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.                           | *   |                                                                                                                                                                              | Not material  |        |
| HR2  | Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.                                                                                              | *** | Our sustainable journey - CR report                                                                                                                                          |               | 1-6,10 |
| HR3  | Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.                                    | **  | Corporate Governance - CR report                                                                                                                                             | Not material  | 6      |
| HR4  | Total number of incidents of discrimination and actions taken.                                                                                                                                                    | **  | "Corporate Governance - CR report + DA= Atos is committed to ensuring that all employees and applicants are not subject to                                                   | Not available | 6      |
| HR5  | Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.                                      | **  | unlawful discrimination. During 2011, a team has been put in place to work in a new Diversity policy to increase employee awareness and promote anti-discrimination values." | Not available | 3      |
| HR6  | Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.                              | *   | Our sustainable journey - CR report + Corporate Governance - CR report + Stakeholder dialogue - CR report                                                                    | Not material  |        |
| HR7  | Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor. | *   |                                                                                                                                                                              | Not material  |        |
| HR10 | Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.                                                                                               | **  |                                                                                                                                                                              | Not available | 1-6,10 |
| HR11 | Number of grievances related to human rights filed, addressed and resolved through formal                                                                                                                         | *   | Our sustainable journey - CR Report                                                                                                                                          | Not available |        |

#### Social: Society

|     |                                                                                                                     |   |  |               |  |
|-----|---------------------------------------------------------------------------------------------------------------------|---|--|---------------|--|
| SO1 | Percentage of operations with implemented local community engagement, impact assessments, and development programs. | * |  | Not available |  |
|-----|---------------------------------------------------------------------------------------------------------------------|---|--|---------------|--|

| Profile Disclosure | Description                                                                                                                              | Degree of reporting (we do report ***/ we partially report**/ we do not report*) | Atos Sustainability Report 2011 (more detailed info in Atos Annual Report) (Where to find info/ remarks) | Reason for omission (sub-indicators not reported) | UNG Principles |
|--------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------------|----------------|
| SO2                | Percentage and total number of business units analyzed for risks related to corruption.                                                  | **                                                                               | Corporate Governance - CR report                                                                         | Not available                                     | 10             |
| SO3                | Percentage of employees trained in organization's anti-corruption policies and procedures.                                               | **                                                                               | Corporate Governance - CR report                                                                         | Not available                                     | 10             |
| SO4                | Actions taken in response to incidents of corruption.                                                                                    | **                                                                               | Corporate Governance - CR report                                                                         | Not available                                     |                |
| SO5                | Public policy positions and participation in public policy development and lobbying.                                                     | *                                                                                |                                                                                                          | Not material                                      |                |
| SO8                | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.             | **                                                                               | Corporate Governance - CR report                                                                         | Not available                                     | 10             |
| SO9                | Operations with significant potential or actual negative impacts on local communities.                                                   | *                                                                                |                                                                                                          | Not available                                     |                |
| SO10               | Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities. | *                                                                                |                                                                                                          | Not available                                     |                |

#### Social: Product Responsibility

|     |                                                                                                                                                                                                        |     |                                  |                         |    |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------------------------------|-------------------------|----|
| PR1 | Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures. | *   |                                  | Not material            |    |
| PR3 | Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.                                          | *   |                                  | Not material            |    |
| PR5 | Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.                                                                                              | *** | Stakeholder dialogue - CR report |                         |    |
| PR6 | Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.                                                 | *   |                                  | Not material            |    |
| PR8 | Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.                                                                                           | **  | Corporate Governance - CR report |                         | 10 |
| PR9 | Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.                                                            | *   |                                  | Proprietary information |    |

#### Social: Product Responsibility

|      |                                                            |     |                                                 |                         |   |
|------|------------------------------------------------------------|-----|-------------------------------------------------|-------------------------|---|
| AO1  | Percentage of people in inter-contracts.                   | *   |                                                 | Proprietary information |   |
| AO2  | Employee Satisfaction                                      | *** | Building a great place to work - CR report      |                         |   |
| AO3  | Data Security Incidents                                    | *** | Corporate Governance - CR report                |                         |   |
| AO4  | Cloud computing initiatives                                | *** | Helping to build the firm of future - CR report |                         |   |
| AO5  | Health, education, energy and transport solutions          | *** | Helping to build the firm of future - CR report |                         |   |
| AO6  | Workforce diversity ratios                                 | *** | Corporate Governance - CR report                |                         | 6 |
| AO7  | Sustainable projects with clients                          | *** | Helping to build the firm of future - CR report |                         |   |
| AO9  | Number of initiatives to improve work conditions           | *** | Building a great place to work - CR report      |                         |   |
| AO11 | Number of initiatives linked to collaborative technologies | *** | Helping to build the firm of future - CR report |                         |   |
| AO12 | Top management commitment with employees                   | *** | Building a great place to work - CR report      |                         |   |
| AO13 | Atos culture and values awareness                          | *** | Building a great place to work - CR report      |                         |   |



## **Independent limited assurance report on some sustainability indicators published in the Atos 2011 Corporate Responsibility Report**

We have been engaged by Atos to provide limited assurance on some 2011 sustainability indicators<sup>1</sup> ("the Data") selected by Atos and identified by the symbol "✓" presented in the 2011 Corporate Responsibility Report. The conclusions below only relate to the Data, and not to the whole Corporate Responsibility Report (the "Report").

The Data were prepared under the responsibility of the Group's Corporate Responsibility Department Management, in accordance with the sustainability reporting guidelines of the Group as described in the section "Information about the report" of the 2011 Corporate Responsibility Report (the "Standards"), which can be consulted at the Group's head office.

**The methodological note presented on pages 84 to 92 of the 2011 Corporate Responsibility Report provides details on data collection and on the calculation of the published indicators. Due to the merger with Siemens IT Solutions and Services in July 2011, the scope varies depending on the indicators. It is therefore specified in the section "Information about the report".**

Our responsibility is to perform a limited assurance engagement and to express a conclusion on the Data based on the work performed.

### **Nature and scope of our engagement**

We conducted our engagement in accordance with the applicable French professional guidelines and the International Standard on Assurance Engagement (ISAE) 3000 issued by the International Auditing and Assurance Standards Board. That standard requires that we comply with applicable ethical requirements, including independence requirements, and that we plan and perform the engagement to obtain limited assurance about whether the Data are free from material misstatement. A higher level of assurance would have required a more extensive review.

A limited assurance engagement on the Data consists of making inquiries, primarily of persons responsible for the preparation of the Data, and applying analytical and other evidence gathering procedures, as appropriate. These procedures included:

- Assessing the Standards on sustainability reporting with respect to their relevance, reliability, objectivity, clarity and completeness.
- Interviews with management and relevant staff at group level and selected business unit level concerning sustainability strategy and policies for material issues, and the implementation of these across the business.
- Interviews with relevant staff at corporate and business unit level responsible for providing the information and the Data
- Detailed tests on the basis of the data available for four entities<sup>2</sup>, representing between 15.6% and 100% of the Group's quantitative consolidated Data.

<sup>1</sup>/ Economic indicators (a): EC1, EC4, EC5, EC6, EC7, EC8; Environmental indicators (a): EN1, EN3, EN4, EN5, EN6, EN7, EN16, EN18, EN19, EN26; Human rights indicator (a): HR2; Labor practices and decent work indicators (a): LA1, LA2, LA3, LA4, LA7, LA10, LA11, LA12, LA13, LA14; Product responsibility indicators (a): PR5, PR8; Society indicators (a): SO3, SO8; Atos specific indicators (a): AO2 - Employee Satisfaction (Employees targeted in the Great Place to Work survey; employees answering GPTW survey; percentage of positive answers to "Taking everything into account, I would say this is a great place to work.") AO3 - Data Security Incidents (Number of security incidents for financial payment systems platforms, percentage of security incidents for financial payment systems platforms with associated root cause analysis, number and percentage of employees attending Security Awareness trainings) AO4 - Cloud Computing projects with clients (Number of initiatives regarding Cloud Computing development, revenues associated with initiatives regarding Cloud Computing development) AO5 - Health, education, energy and transport solutions (Number of initiatives/projects related to improvements of health system and associated revenues, number of initiatives/projects related to energy solutions and associated revenues, number of initiatives/projects related to improvements of educational system and associated revenues, number of initiatives/projects related to green transport development and associated revenues) AO6 - Workforce diversity ratios (Total number of employees in each job family; number and percentage of employees per gender and nationality, average age and seniority, promotion among the employees per gender, percentage of disabled employees per GBU and country) AO7 - Sustainable projects with clients (Number of initiatives related to sustainability offering - ambition carbon free, intelligent sustainability, smart campus - number of projects/initiatives related to Zero email™ Offering, revenues) AO9 - Number of initiatives to improve work conditions AO11 - Number of initiatives linked to collaborative technologies (Zero email™) AO12 - Top management commitment with employees AO13 - Atos culture and values awareness.

<sup>2</sup>/ Global HR, Global Factory, Atos UK, Atos Worldline.

(a) The country scope for each indicator is specified pages 86 to 92.



For these countries, we conducted interviews with the persons responsible for providing the information and the Data in order to verify the understanding and application of the Standards. We verified the calculations on a test basis, performed consistency checks and reconciled data with the supporting documentation.

- Consistency tests on the consolidation of the Data.

### Information on the procedures

We would like to bring your attention on the following improvements occurred during the year:

- A materiality test has been undertaken for the second time by the Group in order to select the most relevant indicators to be monitored.
- More quantitative data have been collected in a global corporate IT tool.
- A corporate survey has been carried out with stakeholders and results has been integrated in materiality test assessment.
- On this basis, definitions, formulas and reporting procedures have been improved and sent to all the Group contributors.
- Comparing with last year, more indicators have been monitored and embedded in Group's corporate organization.

However:

- The merger between Atos and SIS has made 2011 reporting process specially challenging for all business units and the corporate consolidation due to the increase of reporting contributors and the short delays to organize the perimeter.
- Consistency checks need to be reinforced at various data collection levels.
- Specially for some new indicators, definitions and calculation methods have still to be clarified and an increased awareness from contributors is still required to enable a consistent reporting of data.

Such improvements must be implemented before we can express an opinion on the indicators<sup>3</sup>.

### Conclusion

Based on the procedures performed, as described above and taking into account the scope specified on pages 86 to 92 of the 2011 Corporate Responsibility Report, we did not identify any material misstatements which could call into question the fact that indicators EC1, EC4, EC5, EC7, EN1, EN3 (for gas), EN4 (for electricity), EN16 (for scope 2 emissions related to electricity), EN26, LA1, LA2, LA3, LA7, LA10 (for total number of employees by region and number of e-learning hours per key program), LA12, LA13, LA14, PR5, PR8, AO2, AO4, AO6, AO7 (for the number of initiatives linked to intelligent sustainability), AO9, AO12 and AO13 (for new joiners participating to Welcome days and buddy assignment), were prepared, in all material respects, in accordance with the above-mentioned Standards.

Paris La Défense, 3<sup>rd</sup> April 2012

**KPMG Audit**

*Department of KPMG S.A*

**Philippe Arnaud**

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<sup>3/</sup> EC6, EC8, EN5, EN6, EN7, EN18, EN19, LA4, LA11, HR2, SO3, SO8, AO3, AO5, AO11.

## Statement GRI Application Level Check

GRI hereby states that **ATOS** has presented its report “Atos Corporate Responsibility Report” (2011) to GRI’s Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 19 April 2012



Nelmara Arbex  
Deputy Chief Executive  
Global Reporting Initiative



The “+” has been added to this Application Level because **ATOS** has submitted (part of) this report for external assurance. GRI accepts the reporter’s own criteria for choosing the relevant assurance provider.

*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world’s most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance.*  
[www.globalreporting.org](http://www.globalreporting.org)

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 11 April 2012. GRI explicitly excludes the statement being applied to any later changes to such material.

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