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**corporate**  
responsibility  
report  
2012

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# Profile

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## Atos SE (Societas Europaea) is an international information technology services company

with annual 2012 revenue of EUR 8.8 billion and 76,400 employees in 47 countries. Serving a global client base, it delivers Hi-Tech Transactional Services, Consulting & Technology Services, Systems Integration and Managed Services. With its deep technology expertise and industry knowledge, it works with clients across the following market sectors: Manufacturing, Retail & Services; Public sector, Healthcare & Transport; Financial Services; Telecoms, Media & Technology; Energy & Utilities.

Atos is focused on business technology that powers progress and helps organizations to create their firm of the future. It is the Worldwide Information Technology Partner for the Olympic and Paralympic Games and is quoted on the NYSE Euronext Paris market. Atos operates under the brands Atos, Atos Consulting & Technology Services, Atos Worldline and Atos Worldgrid.

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# 8.8

**billion euros  
revenue**

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# 47

**countries**

# 76,400

**Business Technologists**

# 60,000

**engineers**

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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

**Thierry Breton**

**Demonstrating our excellence in corporate responsibility**

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“Since last year, operating sustainable businesses has become even more important for many companies. [...] Based on our own ambitious journey towards transforming our workplace and our activities so that they become more sustainable, many companies are now turning to us for consulting and solutions so that they can become Firms of the Future themselves and move towards doing sustainable business at the same time as reducing costs and improving efficiency.”

**I am pleased to report that Atos has been awarded an A+ rating, the highest level qualification from the GRI**, the international standard for sustainability reporting, for the third time in a row in respect of our Corporate Responsibility Report 2012.

**Coupled with our joining the Dow Jones Sustainability Index for Europe** in 2012, which applies a systematic corporate sustainability assessment that identifies the sustainability leaders by sector, this official recognition highlights our continued and long-term commitment to make sustainability the foundation of our corporate strategy and, based on our experience, to accompany our clients to environmental and social excellence. In 2012, Atos continued to build extensively on these very solid foundations to take a leadership position when it comes to corporate responsibility.

**Since last year**, operating sustainable businesses has become even more important for many companies. The ongoing economic crisis has forced enterprises and organizations to further explore the possibilities of reshaping their business models and to think more about the long-term implications of their every action. Based on our own ambitious journey towards transforming our workplace and our activities so that they become more sustainable, many companies are now turning to us for consulting and solutions so that they can become Firms of the Future themselves and move towards doing sustainable business at the same time as reducing costs and improving efficiency.



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**Thierry Breton,**  
Chairman and  
Chief Executive Officer

**50%**  
The carbon footprint  
reduction aimed  
for 2015

**41,081**  
employees worldwide  
participated in the Great  
Place to Work survey

**The integration of Siemens IT Solutions and Services** (acquired in 2011) progressed well during 2012. What is important is that our new colleagues feel welcome and part of the new Atos. Clearly integration is an on-going progress and we will continue to work on various aspects in this regard. We have already begun to see the clear benefits from the acquisition and our alliance with Siemens, with a broader portfolio of offerings which have been enriched with many smart solutions, and our clientele has grown, particularly in the German market. We can proudly say that this partnership has successfully positioned Atos as a European leader on a global scale.

**To ensure we can provide state-of-the-art, specialist sustainability tools and offerings,** we have nurtured a full ecosystem of partners and alliances, and during 2012 we developed particular partnerships with SAP to develop our Intelligent Sustainability reporting tool and with AOS Studley, with whom we now offer our Smart Campus concept.

**We have also been working hard** to enhance our stakeholder dialogue - meeting with our customers, our partners, our suppliers and our employees so we can work together to create a more sustainable environment for ourselves and the broader community as a whole.

**Our Wellbeing@work program** continues to transform our company, setting new standards for our workplaces and the way we collaborate with one another. I am delighted that 24 Atos countries and Geographical Business Units have been participating in the Great Place to Work survey, involving over 41,081 employees

worldwide, and resulting in Atos Poland being recognized as one of the top three employers in Poland. Furthermore, to support our Zero email™ ambition we acquired blueKiwi, the European leader in enterprise social networks, to develop our own social business network and encourage a more efficient and collaborative way of working. Several hundreds of communities are now online and during 2013 we anticipate all 76,400 employees will 'board' the network, via collaborative communities that contribute to our business objectives. Unsurprisingly, our clients have shown strong interest in how we are progressing towards the work environment of the future and we have responded with our blueKiwi ZEN offering so that they can increase their business performance through social collaboration.

**In order to demonstrate our determination in the field of carbon reduction,** Atos announced in November 2012 that we will aim to reduce our carbon footprint by 50% by 2015 (2008 baseline). And so, our journey towards becoming a 'Zero Carbon' company continues.

**An important milestone in reaching this ambition** was achieved in December 2012 with the launch of the Atos MyCar program - our first fleet of electric cars for free use by our Business Technologists based at our Headquarters in Bezons, France, for business meetings. Produced in collaboration with electric car specialists Bolloré, Atos employees have free access to Bolloré's car sharing service stations and charging terminals in and around the Paris region.

**I am proud to present this report,** which demonstrates that our actions provide the best evidence of our commitment. ■

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# Key highlights of the year

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## ▲ 01\_January

The Atos Smart Campus concept was rolled out to Atos Pune, India where a sustainable office environment is now operating, which reduces energy usage and incorporates facilities for new ways of working. By the end of 2012, 2,800 of our people were working at the Pune Campus and this is expected to grow in 2013. ■

**2,800**  
The number of people  
working at the Pune  
Campus by the end  
of 2012

## 04\_April

In April 2012, for the second time running, Atos was awarded **GRI A+ status** for its Corporate Responsibility Report. ■

**3**

In 2013, Atos once  
again achieved  
**GRI A+ status**

## 05\_May

Our **Ambition Zero Carbon** offering was expanded to help clients towards more sustainable operations. In particular, we strengthened our **Green IT** offering with our **Datacenter Infrastructure Management** solution to help clients better address energy issues while optimizing operational performance. We remain the only IT service company to offer **carbon neutral hosting services** to our clients. ■

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## 02\_February

**Low Emission Zone Glasgow.** Following investment in research and development, the joint Atos Siemens Cloud-based Low Emission Zone Solution, the GreenZone, is piloted in Glasgow to address air quality issues. ■

## 03\_March

Following the acquisition in March of **blueKiwi**, Europe's largest SaaS provider of Enterprise Social Software, Atos launched an internal social enterprise platform which enables a new form of internal collaboration between our Business Technologists, in line with our Zero email™ ambition to promote new ways of working using collaborative tools and reducing email overload.

## Atos Poland: a Great Place to Work.

In March, we received our first Great Place to Work award for our Poland office. Since 2011, more than 20 Atos countries and Geographical Business Units and 41,081 employees have taken part in the Great Place to Work survey. ■





### ▲ 06\_June

**Atos welcomed partners and suppliers** at its second Global Stakeholder Meeting to ensure a continuous stakeholder dialogue. Areas discussed included accelerating environmental excellence, 360 degrees social engagement and sustainable innovation.

**Atos IT Challenge 2012.** The annual Atos IT Challenge set the theme of Smart Mobility in 2012 for teams from 25 universities (from the UK, France, Germany, Spain, the Netherlands and India) who were presented with the challenge of finding 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. The team of IT Talents from Fontys Hogeschool, Eindhoven in the Netherlands, won this year's Atos IT Challenge in June for their Multilens Smart Mobility app. ■

# 25

The number of universities that participated in the IT Challenge

### 07\_July

**The Atos vision for the next generation** of cities and workplaces was strengthened by a partnership agreement with real estate specialists, AOS Studley, to offer Atos customers an innovative end-to-end offering to create The Future Workplace. Smart Campus will handle the complete workplace transformation program of a company, from real estate strategy, to new working environment supported by high level technology. ■

### 08\_August

#### Zero email™ certified

As part of its successful delivery of technology for the London 2012 Olympic and Paralympic Games, Atos contributed to reducing the carbon footprint of London 2012 by introducing key processes that were Zero email™ certified. ■

### 09\_September

**A special Wellbeing@work week for employees** worldwide brought our people together for local activities.

#### At the Global Sustainability Conference 2012

in Evian, France. Atos participated as a key partner and invited clients to discuss and share views on social and environmental challenges. ■

### 10\_October

**Atos was selected to enter the Dow Jones Sustainability Index** for Europe, demonstrating its leadership qualities in sustainability in the IT sector. ■

### 11\_November

**blueKiwi ZEN** was launched to support our customers in communicating and collaborating more efficiently. Our social media enterprise platform will reduce data deluge by organizing, processing and sharing information in a smarter way.

**Reducing our corporate footprint.** In November we set even more ambitious targets to reduce our global carbon footprint – by 50% by 2015, based on a 2008 baseline. ■

### 12\_December

**Atos and SAP announced a new partnership** based on a commitment to develop a range of sustainable IT solutions for the business challenges of today and tomorrow. In December our new **Intelligent Sustainability** tool was launched, developed together with SAP, which can be integrated into companies' systems so that they can report on their sustainability operational performance.

**Atos MyCar, electric car project.** In December we launched our MyCar electric car project at our Headquarters in Bezons, France, powered by our own energy generated by solar panels on site and available for employees to visit clients. ■



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# Achieving a leadership position in sustainability

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“We have a wealth of consulting knowledge in transforming our own company, literally derived from practicing what we preach.

Based on our own experience and our clear vision, we have the credibility to help companies implement a sustainable program in all its dimensions, covering their people, environment and corporate governance.”

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**Philippe Mareine,**  
Executive Vice President,  
Group General Secretary  
in charge of Corporate  
Social Responsibility



**Philippe Mareine shares his views on the importance of sustainability for the Group.**

**How has Atos progressed on sustainability in 2012?**

**Philippe Mareine:** I believe we have reached a certain level of maturity when it comes to sustainability. We are the only IT group to be GRI A+ certified and part of the Dow Jones Sustainability Europe Index. Achieving this involved a tremendous amount of effort during 2012, especially as we were committed to an ambitious integration program following our merger with Siemens IT Solutions and Services in 2011.

Operationally, we have a strong portfolio of green IT offerings and we have enhanced our dialogue with key stakeholders, including a full ecosystem of partners and alliances who help us improve our approaches to sustainability. So, our key ambition now is to leverage on this solid foundation so that we are recognized as the IT global leader in terms of sustainability, a frontrunner and best-in-class versus our competitors.

**What do you see as the main sustainability achievements at Atos in 2012?**

**Philippe Mareine:** We made significant progress in our aim to be recognized as a great place to work. In 2012, Poland won a Great Place to Work award, and we have five other countries which are very close. Transforming our workplace forms part of how as a truly global company we can meet the expectations of new generations of Business Technologists, attracting the best people to work with us. In 2012 we rolled out our Smart Campus concept to new geographies. Our intention is for other offices around the world to also move to this Campus concept over the next few years.

We also established a clear road map to decrease our carbon footprint by 50% by 2015, based on our 2008 baseline. We continued to focus in 2012 on our datacenters and we added travel and transport as new priorities for action. In this respect we launched our Atos electric car, MyCar, for our staff at our Paris Headquarters as well as new ways of communicating globally across our organization, with collaboration tools supported by our Zero email™ initiative. This should cut our travel and transport costs and reduce our carbon footprint.

#### **What progress has Atos made towards integrated reporting?**

**Philippe Mareine:** We have kept ahead of public policy trends in Europe towards improving sustainability reporting. For the first time ever, Atos applied tools to collect extra-financial Key Performance Indicators (KPIs) using the Sustainability Performance Management (SuPM) module of SAP and an enhanced audit approach in 2012. We will be audited by the same auditors in 2013 for both our financial and extra financial KPIs.

#### **How are customers responding to the sustainability initiatives at Atos?**

**Philippe Mareine:** Sustainability is a matter of concern and interest for more and more of our customers who want to run their businesses in a sustainable way. Our customers have strong expectations of us to address this growing requirement. If you look at the industrial market as an example, we have now introduced global sustainability as a key component of our manufacturing portfolio in our Integrated Manufacturing offering. We are the only IT Group to offer our customers carbon neutral hosting services

through our Ambition Zero Carbon program. We can help companies to create a work environment which fully takes into consideration sustainability principles of our Smart Campus and Zero email™ concepts. We have a full portfolio of sustainability products such as energy monitoring for buildings, desk sharing, and electric cars. All companies need to progress on what we call Intelligent Sustainability. Together with SAP, we offer our customers better reporting in terms of sustainability, providing them with the same tool that we use - SuPM - and integrating it into their IT systems. We have a wealth of consulting knowledge in transforming our own company, literally derived from practicing what we preach. Based on our own experience and our clear vision, we have the credibility to help companies implement a sustainable program in all its dimensions, covering their people, environment and corporate governance.

#### **What has the reaction been from the financial community?**

**Philippe Mareine:** It is important for the development of our company that we are recognized by our shareholders as frontrunners in terms of sustainability. As a growing number of investors focus more on sustainability, we are willing to share more information when it comes to corporate responsibility. This is more and more important to attract funds and investment in the company towards our development.

#### **How do you think Atos can make a difference to society?**

**Philippe Mareine:** Through innovation - we always need to innovate. Many

companies come to sustainability because of their pollution problems and corresponding reputational issues. This is not the case for Atos. We believe IT is a key driver for sustainability and we are very proactive in being innovative when it comes to sustainability. Our Scientific Community has highlighted the impact of data deluge on the environment - the way we communicate with data today can be compared to the way we used petrol one century ago - it is unsustainable. Our Zero email™ offering provides a solution for our customers to use information data in a more efficient and sustainable way. In 2012, our MyCar electric car was a classic example of our innovation approach and we will continue to demonstrate this role in the future. ■

# Key Performance Indicators overview

## Atos' Key Performance Indicators

Business Development		FY 2009	FY 2010	FY 2011	FY 2012	Last year comparison		
Customer satisfaction	Customer survey results (strategic)	---	74%	77%	78% ✓	1%	+	PR5*
Societal and environmental solutions	Services in Health sector revenue	---	---	EUR 183.1 M	EUR 223.14 M ✓	EUR 40.04 M	+	AO5
	Energy Management services revenue	---	---	EUR 163.5 M	EUR 153.87 M ✓	EUR -9.63 M	-	AO5
Towards sustainable ICT services	Revenue relating to Cloud Computing services	---	---	---	EUR 163.7 M ✓	EUR 163.70 M	+	AO4
Environmental Commitment		FY 2009	FY 2010	FY 2011	FY 2012	Last year comparison		
Carbon Footprint Management	% Kg CO <sub>2</sub> per revenue (EUR)	3.7%	4.1%	3.6%	3.2% ✓	-0.4%	+	EN16**
	Kg CO <sub>2</sub> per employee	3,856	4,301	5,097	3,707 ✓	-1,390	+	EN16
Car fleet carbon emission optimization	Average of CO <sub>2</sub> emissions in company's car fleet	145 grCO <sub>2</sub> /km	133 grCO <sub>2</sub> /km	131.6 grCO <sub>2</sub> /km	123.75 grCO <sub>2</sub> /km ✓	-5.64 grCO <sub>2</sub> /km	+	EN16
Travel rationalisation, use of remote working	Number of hours of remote working tool usage (OCS)	---	---	103,891	2,948,022 ✓	2,844,131	+	EN7

\* PR5 data contains results of new strategic surveys performed in 2012.

\*\* EN16 includes APAC (Philippines), BENELUX (Netherlands), CEE (Austria, Romania), FRANCE, GERMANY, IBERIA (Spain), IMEA (India), UK & IR, WORLDLINE. More detailed information about KPI definitions and their perimeter is indicated in the Registration Document.

Environmental Commitment		FY 2009	FY 2010	FY 2011	FY 2012	Last year comparison		
ISO 14001 certification	Number of sites certified	15	24	25	43 ✓	18	+	EN28
Sustainability supplier screening	% of expenditure coverage of 3 <sup>rd</sup> party assessment	35%	37%	41%	45%	4%	+	HR2
Smart working conditions	Number of sites in Atos Campus concept	---	---	36	77 ✓	41	+	AO9
Social Responsibility		FY 2009	FY 2010	FY 2011	FY 2012	Last year comparison		
Ethical Leadership	Number of people attending Ethics Code Training	---	---	1,295	1,622 ✓	327	+	SO3
Employee recruitment	People entering the company	4,500	6,686	8,891	12,864 ✓	3,973	+	EC7
Security & Data Protection	Number of employees attending security awareness training	---	---	19,950	62,612 ✓	42,662	+	AO3
	% of serious security incidents reported within 3 working days	---	---	---	81% ✓	81%	+	AO3
Training of employees	Average hours of training	19.72	34.56	29.12	21.10 ✓	-8.02	-	LA10
	e-Learning users	---	8,294	14,725	43,541 ✓	28,816	+	LA10
Career development monitoring	% of employees with performance appraisals	76.87%	77.31%	48.16%	80.59% ✓	32%	+	LA12
Diversity perception	Average of positive employee responses about diversity in the workplace			78%	79% ✓	1%	+	AO6
Absenteeism	Global average rate	2.7%	2.07%	3.05%	2.09% ✓	-1%	-	LA7
Employee satisfaction	Number of people participating in satisfaction surveys	---	---	17,156	41,081 ✓	23,925	+	AO2
	Atos best place to work positive perception	---	---	45%	47% ✓	2%	+	AO2

✓ Deloitte verified



# Leading by example

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# Bringing in the changes we want to see in the world

**Atos aims to be the trusted Business Technologist partner** of choice to help its clients become Firms of the Future, with sustainable business embedded into their organizational DNA.

## Our vision and strategy

To meet our ambition to become a global IT leader, we need to be the IT leader in sustainability, with corporate responsibility at the core of our business and working closely with all our stakeholders. Our clients are facing unprecedented levels of volatility; a 'perfect storm' of economic, social and environmental turbulence. With an increased challenge to reduce their environmental footprint while improving societal impact, our clients are looking for ways to innovate and create shared value, better managing their resources in a decade of global scarcity and economic uncertainty. Living in a world where new technologies will further dominate the way we work, the following years will be decisive in what we understand to be the 'workplace' today. The top working Talents' demands are changing, while at the same the next generation of new talent arrives on the job market. Increases in flexible options such as job sharing, diversity, knowledge networks, collaborative working, social communities, 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. Climate change, respect for human rights and responsible reputation are subjects affecting more and more the performance

of investment portfolios and therefore these need to be considered alongside more traditional financial factors in order to properly fulfill investors' ethical requirements. Atos' ambition is to be recognized as a global IT leader with global reach, providing support to our customers to reinvent their models of future growth at a time when massive change is affecting them financially, economically, technologically and socially. 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 expertise and our applied solutions. To achieve this, our Corporate Responsibility strategy is based on three strategic axes:

### Leadership in IT for sustainability

Atos wants to be 'best-in-class' not only for its own operations but also in the way it serves its clients. This entails providing innovative IT solutions to help our clients become more sustainable. Leadership also involves consolidation and increasing our positions in recognized sustainable rankings as GRI, Great Place to Work, and investor ratings (DJSI, FTSE, etc.).

### Corporate responsibility at the core of Atos' business and processes

We embed sustainability in our company DNA through our corporate values, innovation, green operational excellence,

social responsibility and business development. By making sustainability part of the Group's business and IT transformation process, Atos is convinced that its clients can future-proof their organization, create new opportunities, encourage innovation and ensure competitive advantage.

### Identifying challenges, establishing priorities & measuring performance

Strengthening stakeholder dialogue is vital towards endorsing both strategic challenges for the company and key performance indicators that will measure and publicly report the progress of the Atos Corporate Responsibility program.

## Our commitments and domains of action

Atos' mission focuses on ensuring our own culture, operations and client solutions continue to evolve towards those of a Firm of the Future. This transformation incorporates two sides of the same coin: operational excellence and value creation. Through our operations and work ethic we seek to exceed international regulations wherever 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 ...

## Five rules for a better company

The Group has established **five high-level commitments** to drive Atos' global Corporate Responsibility program, and these serve as central goals to guide our international approach, implementation and improvements across the company worldwide:

**1.** 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.

**2.** To reduce our global **corporate footprint** and establish **green policies** that will foster **operational performance**.

**3.** To continuously undertake **proactive dialogue with our main stakeholders** to understand and respond to their expectations. Atos is totally committed to the strategic goal of becoming a "great place to work" and a Zero email™ company through the development of new ways of working, collaborative tools and high-trust workplace cultures.

**4.** To invest in and develop the **wellbeing at work of our people** and the contribution to **local communities**; be a responsible employer.

**5.** To support our clients on their journey towards environmental excellence, with **innovative solutions** and a differentiating portfolio.

...  
to push the boundaries through innovative, yet tried and tested solutions to help our clients on their IT-enabled transformation journey to become more sustainable companies. We believe that bringing together People, Technology and Business is the way forward.

### Our domains of action

Atos' Corporate Responsibility program covers **four different domains of action**:

#### ► Corporate Governance, Ethics & Compliance

This ensures we implement corporate governance best practices, comply with international regulations and that we respect ethics in business and in the Group's relationships with its stakeholders.

#### ► Social Responsibility and Corporate Citizenship

As part of this domain, we have developed and launched our Wellbeing@work initiative to improve our employees' working environment and the company's social impact in the community.

#### ► Environmental Commitment

We are continuously consolidating green initiatives aimed at measuring, monitoring and reducing the Group's impact on the environment (carbon emissions, energy efficiency, renewable energy, waste, purchasing, travel, etc.).

#### ► Business Development

We 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.

The Atos Corporate Responsibility program follows the principles of the ISO 26000 international standard and relevant OECD Guidelines. ...

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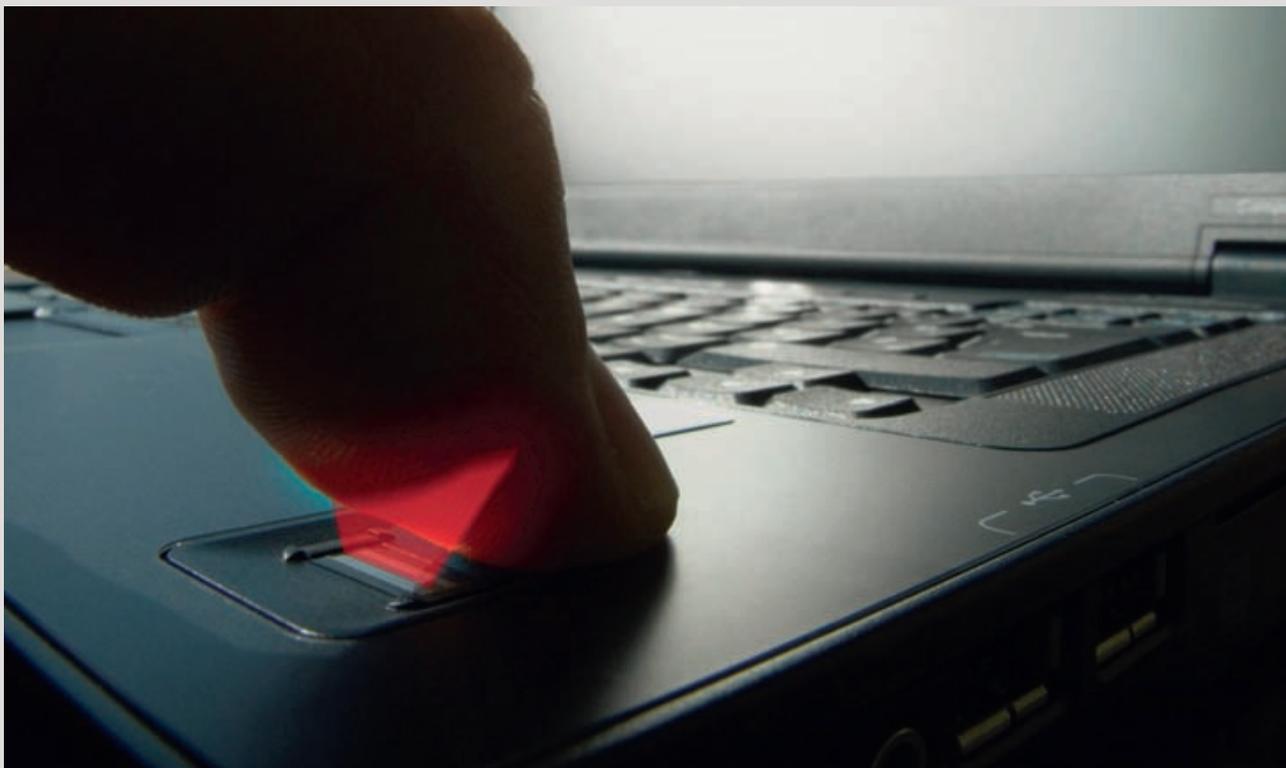
► **Our mission is to create shared value for Atos and stakeholders** by pursuit of financial profitability with a conscious environmental and social impact.

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Case study

# Data Protection matters for Atos



**Data protection matters for Atos as much as it matters for our customers for whom it becomes a competitive factor. To address this effectively, Atos has recently adopted a Group Data Protection Policy which strengthens Atos' approach to data protection by setting up rules providing a high level of protection to our employees' and customers' personal data.**

It was also key to adopt such a policy to ensure that in the current context of the Group's growth, together with the general trend of globalization, personal data will benefit from the same level of protection whichever of Atos' entities processes the personal data. For this very reason, the principles established

by the Group Policy rely on the most stringent applicable principles in data protection, in particular, the provisions of the EU Directive on Data Protection (95/46).

In order to ensure the effectiveness of these principles and to make sure that privacy is embedded in all processing conducted within the Group, standard procedures are deployed. In particular, a Privacy Impact Assessment is now completed for new projects involving personal data processing in order to ensure that data privacy is embedded in any processing of the Group. The actual implementation of these procedures is guaranteed by a strong data protection community established

throughout the Group. Fifty legal experts on data protection and Data Protection Officers around the world act as the guardians of the effective application of the Group Data Protection Policy.

Finally, as Atos strongly believes that an effective implementation of a Group policy is linked to a high level of legal awareness, we have developed a training program targeting all employees for general data protection issues, and other specific training aiming at addressing issues faced by certain identified functions such as Human Resources, Purchasing and Legal.

**50**  
The number of legal experts on data protection and data protection officers

# Governance at Atos

**At the Annual Shareholders' Meeting, the shareholders approved with a majority of 99.70% the change of status from a SA (French *Société Anonyme*) to an SE (Societas Europaea).** This transformation project is fully consistent within our Group's history – our aim is to be a united, global company, bound together by common values. The transformation of Atos into a European company is an undeniable vehicle of substantial assets.

## Board of Directors

As at December 31<sup>st</sup> 2012, the thirteen members of the Board of Directors were:

**Thierry Breton,**

Chairman of the Board of Directors,

**René Abate,**

Member of the Board of Directors,

**Nicolas Bazire,**

Chairman of the Remuneration and Nomination Committee,

**Jean-Paul Béchat,**

Chairman of the Audit Committee,

**Dr. Roland Busch,**

Member of the Audit Committee,

**Jean Fleming,**

Representative for Employee Shareholders,

**Bertrand Meunier,**

Member of the Remuneration and Nomination Committee,

**Colette Neuville,**

Censor until AGM (05/30) where she was appointed Member of the Board,

**Aminata Niane,**

Member of the Audit Committee,

**Michel Paris,**

Member of the Audit Committee,

**Pasquale Pistorio,**

Member of the Remuneration and Nomination Committee,

**Vernon Sankey,**

Member of the Audit Committee,

**Lionel Zinsou-Derlin,**

Member of the Board of Directors.

## Corporate governance

In line with its mode of governance, a session dedicated to corporate governance matters takes place regularly during the Board of Directors' meetings. The Board adheres to the AFEP-MEDEF Code of Corporate Governance for listed companies. The Board of Atos met on December 20<sup>th</sup> 2012 to carry out an annual review of the implementation by the Company of the AFEP-MEDEF Code of Corporate Governance for listed companies which includes recommendations on the conditions of the compensation of senior corporate officers. The Board wanted to ensure that the implementation of these principles is made with regard to the consolidated version of the AFEP-MEDEF Code. The Board also relied on the specifications published by the AMF ("Autorité des Marchés Financiers" – French stock exchange regulator), notably in a report dated October 11<sup>th</sup> 2012. Following the meeting, the Board of Atos considered that the system put in place by the Company on corporate governance is consistent with the AFEP-MEDEF recommendations, and applied the "comply or explain" principle for each provision.

## The Executive Committee

The role of the Atos Executive Committee is to develop and execute the Group strategy and to ensure value is delivered to clients, shareholders and employees. Its role is also to improve interaction and cooperation between the Geographic Business Units, the Global Service Lines, and Global Functions. For a full list of members of the Executive Committee, please see the Atos Annual Report 2012.

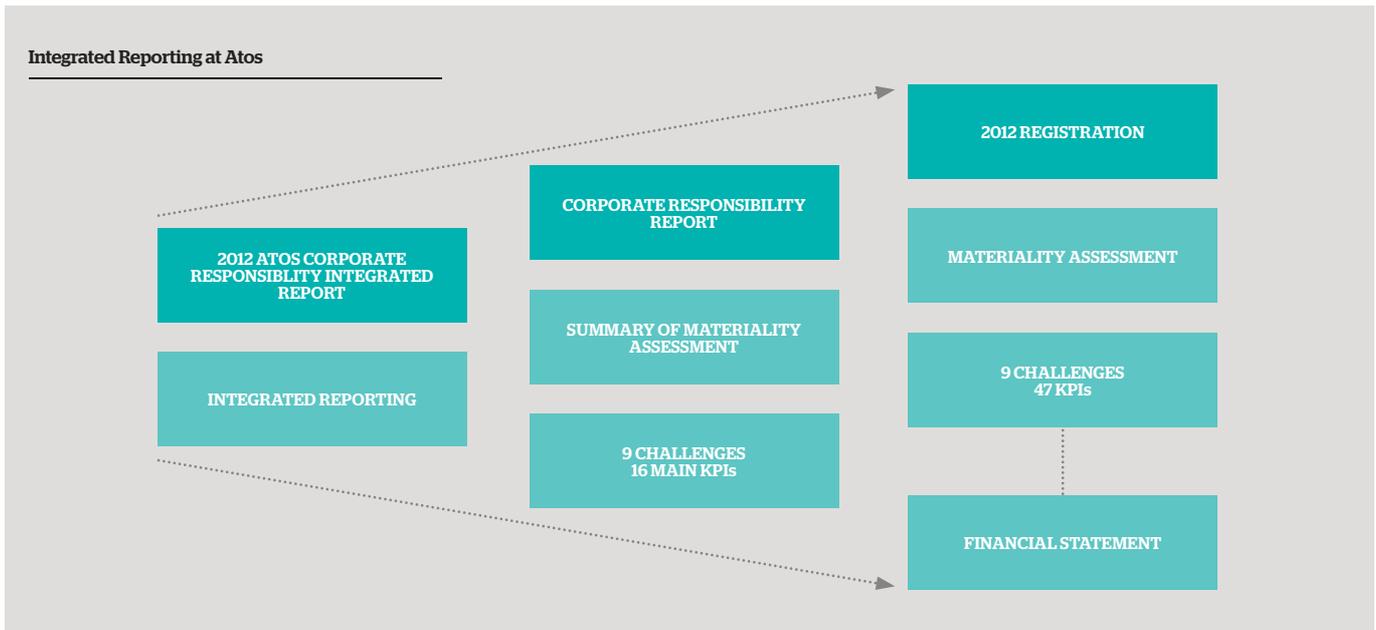
## Corporate Responsibility

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

The Corporate Responsibility program is part of Atos' Wellbeing@work ambition to become recognized as one of the best companies to work for, and of our TOP tier-one transformation program. The Corporate Responsibility and Sustainability Office is a global entity under the responsibility of the General Secretary, led by a Program Director and composed of an international team of around 20 people including 13 Geographical Business Unit heads of corporate responsibility as well as service line representatives.

Weekly and monthly workshops are organized to design, implement and monitor main axes of actions and targets follow up. Special channels are in place to facilitate communications across Business Units and regions.

Wellbeing@work Council and Scientific Community members are active think tanks feeding the program with innovative ideas and project proposals to strength corporate commitment and positioning in the market. Our ambition at Atos is to assist our customers towards becoming Firms of the Future, with sustainability firmly integrated at the core of their organizations. The Atos Enterprise Sustainability solutions have been designed to increase customers' sustainable performance and operational excellence. Innovation and product/solution development are ensured by having sustainability embedded as Global Key Offerings, ensuring focus, funding and management attention.



...  
**Materiality assessment towards integrated reporting**

**A commitment to corporate responsibility is an on-going process for Atos, involving continuous efforts to identify areas for improvement and to ensure we achieve our ambition to be global IT leaders in sustainability.**

Atos has understood that corporate responsibility is essential to perform sustainable activities in accordance with financial expectations. These subjects are fully integrated in the global strategy and they are fully part of the Group Business Growth.

For the first time in 2012, Atos developed a Corporate Integrated Report composed of two documents:

- ▶ a Corporate Responsibility Report with the main KPIs, highlighting key initiatives and case studies;
- ▶ a Reference Document with the whole set of KPIs, results of the materiality assessment and completely integrated with the financial statement of Atos.

The Group's sustainability KPI reporting is becoming more accurate and consistent with the implementation of a global Sustainability Performance Management System.

The aim is continue to improve the approach of corporate integrated reporting every year.

**Identifying relevant challenges and key performance indicators**

Atos communicates regularly with its stakeholders in order to alert, mobilize and identify key sustainability issues. Since 2010, the Group has performed regular materiality analysis of social and environmental impacts on the IT sector in order to identify the essential challenges that the market and our main stakeholders consider are essential for Atos to manage and communicate in its annual Corporate Responsibility Report. It is important for Atos to benchmark our policies, practices and processes in the area of corporate responsibility to ensure we take a leadership position as a global IT services company.

Beginning of 2012, Atos carried out an electronic survey with a selection of stakeholders to check expectations and elicit concrete opinions relating to the Atos Corporate Responsibility program.

The results and the specific issues raised were discussed at a global stakeholder workshop organized by Atos in June 2012. As part of the materiality process for the first time Atos has also carried out face-to-face interviews with a selection of key stakeholders: two international organizations

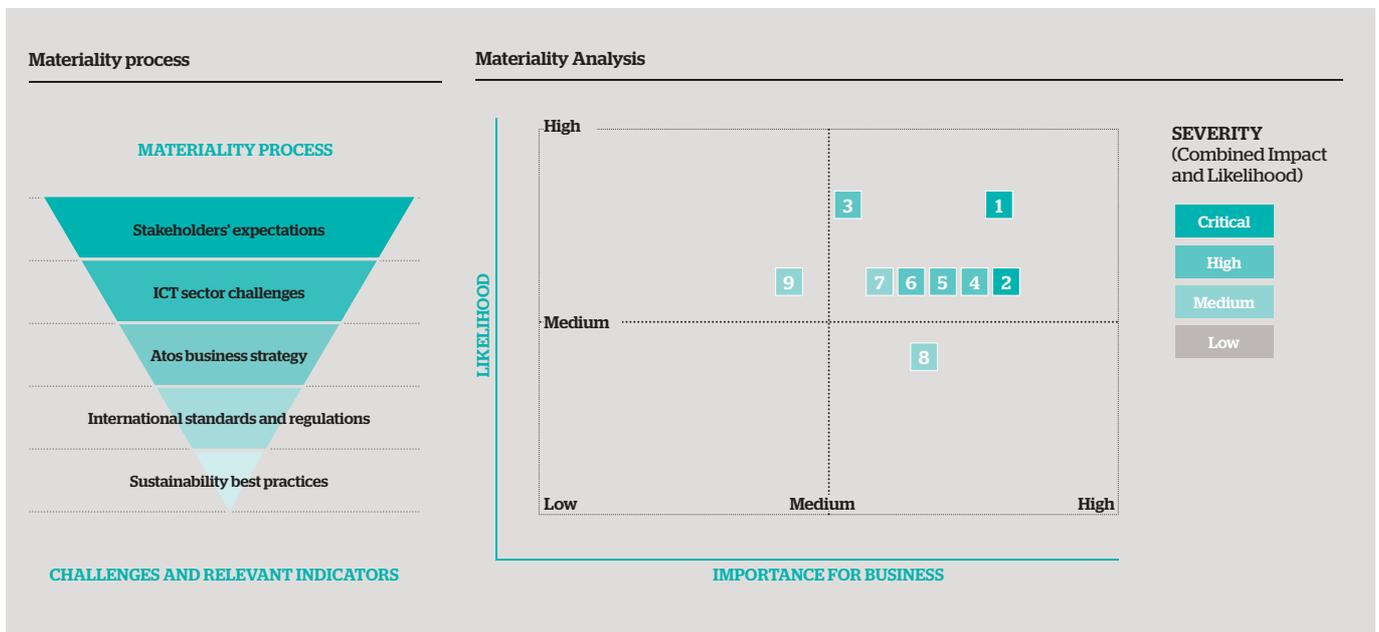
recognized in the field of sustainable development, the chairman of Wellbeing@work Council and key members of the Group's Executive Committee of Atos. As result of the assessment, 9 business challenges (see matrix on page 16) have been identified and prioritized according to their impacts on business, stakeholders and their likelihood of happening.

The main focus for Atos in 2012 was to manage as best as well-being at work, turnover, absenteeism and contribute to the improvement of working conditions and establish Atos as an responsible employer. Internet fraud and data theft present an increasing risk to businesses, data protection and security is today a key challenge of Atos.

A total of nine challenges across four main categories have been identified and prioritized according to their impacts on stakeholders and their likelihood to happen. The detailed mapping, with de facto recognized standard guidelines defined by the GRI, has allowed the selection of 47 significant KPIs on which global reporting has been focused and detailed in the 2012 Registration Document.

Out of these 47 KPIs, 16 KPIs has been identified as main KPIs for their relevancy and critical impact on Atos business and stakeholder's expectations.

...



**Key Corporate Responsibility business challenges description**

1	Be a responsible employer managing as best as possible wellbeing at work, turnover, absenteeism and contribute to the improvement of working conditions
2	Reduce the risks of loss or disclosure of confidential data and intellectual property due to security failures, technical problems, fraud, disclosure, employee corruption, etc.
3	Reduce the environmental impact of datacenters, offices and transportation to strive for carbon neutrality
4	Be an attractive company for talented candidates and encourage a diversity policy as a growth driver
5	Develop and ensure the positioning regarding innovative services with responsible impact in society (health, energy management, transport, smart cities, etc.)
6	Promote ethical leadership in the company and the entire supply chain
7	Contribute to sustainability excellence of customers (GHG emission reduction, performance management, Smart Campus, Cloud services, etc.)
8	Contribute to the development of emerging countries (know-how, ICT, etc.) and support them in these changes (training, etc.)
9	Improve productivity at work and promote a new way of working based on collaborative technologies (Zero email™ program)

Relevant Key Performance Indicators 2012

Atos Challenges	Categories	Relevant KPIs	Link with GRI
Be a responsible employer managing as best as possible wellbeing at work, turnover, absenteeism and contribute to the improvement of working conditions	Social responsibility and people wellbeing	Absenteeism rate	LA7
		Number of training hours per employee & per year	LA10
		Percentage of employees benefiting from annual performance review	LA12
		Results of surveys measuring employee satisfaction	AO2
Reduce the risks of loss or disclosure of confidential data and intellectual property due to security failures, technical problems, fraud, disclosure, employee corruption, etc.	Governance, ethics and compliance	Percentage of employees attending security awareness training	AO3
		Percentage of serious security incidents reported within 3 working days	AO3
Reduce the environmental impact of datacenters, offices and transportation to strive for carbon neutrality	Environmental commitment and operational excellence	Travel rationalisation: total number of hours of remote working tool usage	EN7
		Direct & indirect GHG emission	EN16
		ISO 14001 certified sites (offices plus datacenters)	EN28
Be an attractive company for talented candidates and encourage a diversity policy as a growth driver	Social responsibility and people wellbeing	Diversity indicators: percentage of women in management, in recruitment process, promotions and overall working life, diversity perception, etc.	AO6
Develop and ensure the positioning regarding innovative services with responsible impact in society (health, energy management, transport, smart cities, etc.)	Business Development	Customer satisfaction survey results	PR5
		Revenue related to health services	AO5
		Revenue related to energy management services	
Promote ethical leadership in the company and the entire supply chain	Governance, ethics and compliance	Percentage of people trained in the Code of Ethics	SO3
		Responsible supplier screening	HR2
Contribute to sustainability excellence in customers (GHG emission reduction, performance management, Smart Campus, Cloud services, etc.)	Business Development	Revenue related to Cloud computing services	AO4
Contribute to the development of emerging countries (know-how, ICT, etc.) and support them in these changes (trainings, etc.)	Social responsibility and people wellbeing	Number of people recruited locally	EC7
Improve productivity at work and promote a new way of working based on collaborative technologies (Zero email™ program)	Social responsibility and people wellbeing	Number of sites on Smart Campus concept	AO9

...

**Main achievements to date**

In 2012, the Group continued the progress achieved so far. Great attention was given to the alignment of our Corporate Responsibility strategy and actions roadmap in all regions and the overall control and management of Sustainability Key Performance Indicators.

The key highlights from 2012 are listed on pages 4-5 and details of our progress are set out in this Report.

Corporate Responsibility is not a new concept or approach for Atos. Many of our achievements in 2012 build on efforts and initiatives we have had in place for a number of years. It is also worth noting the following pre-2012 achievements:

- ▶ Since 2008, Atos has been a member of the Green Grid.
- ▶ In 2009, Atos became the first IT company to be a member of the Global Reporting Initiative.

- ▶ In July 2010, Atos became a member of the UN Global Compact, and we remain as committed as ever to compliance with its 10 principles.
- ▶ Since 2011, we have been the only IT Services international Group to offer carbon-neutral hosting services.

**Challenges going forward**

At Atos, we strive to accelerate our progress in the coming years, focusing on the following four areas of action: Being 'best-in-class', Social Responsibility, Environmental Commitment and Business Development.

**Our main objectives for 2015**

<p><b>Best in class</b></p>	<p>Global Sustainability Performance &amp; Extra-financial Reporting</p>	<p>Be recognized as a European IT champion on Corporate Sustainability in alignment with international best practices (GRI A+, Great Place to Work, UN Global Compact, etc.)</p> <p>Move up in extra-financial investor rating (DJSI, FTSE, CDP, Vigeo, etc.)</p> <p>Improve environmental and social impact measurement worldwide</p> <p>Embed sustainability in all business units and regions</p> <p>Strengthen stakeholder dialogue to build shared valuable relations</p>
<p><b>Social Responsibility</b></p>	<p>Responsible employees and impact on local communities</p>	<p>Promote the use of social communities and collaborative working</p> <p>Reinforce employees' pride regarding the Atos Responsibility program (green attitude, etc.)</p> <p>Enable and support volunteer programs, university relations and corporate citizenship</p> <p>Strengthen development of innovative ICT solutions to reduce digital divide</p> <p>Endorse Corporate diversity policy worldwide</p>
<p><b>Environmental Commitment</b></p>	<p>Green operational efficiency</p>	<p>Reduce 50% of Corporate footprint by 2015 (2008 baseline)</p> <p>Ensure 100% renewable energy sourcing for datacenters by 2015</p> <p>Get ISO 14001 certification in Atos Group</p> <p>Generalize MyCar service concept</p>
<p><b>Business Development</b></p>	<p>Innovative solutions and go-to-market</p>	<p>Develop relationships with industry analytics (Verdantix, etc.)</p> <p>Develop partner alliances (AOS Studley, SAP, Siemens, Bolloré, etc.)</p> <p>Pure play and differentiator offerings</p> <p>Respond and comply with specific client requests</p> <p>Markets and sales force mobilisation</p>

Focus

# Awards in 2012



Atos UK HR Director Jane Williams receiving the SDS Modern Apprenticeship Award for Best Business Newcomer.

### Sustainability solutions and Innovation

Atos received the Frost & Sullivan 2012 Global Visionary Innovation Award for its Zero email™ program. The award recognizes companies that have achieved world-class performances within their industries.

Atos and its partners, Academica and Helsingin Energia, won a prestigious award for their green cloud datacenter. The center provides the city of Helsinki with energy based on heat recovery and received the ICT Project of the Year award at the 600 Minutes Executive IT event.

Atos received the 2012 SAP® Pinnacle award as the Sustainability Partner of the Year. Atos delivered sterling results engaging with SAP and innovating on sustainability solutions, and has excelled in delivering customer value with a real global approach. Atos was given top ratings for its DirX Identity solution by the analysts at KuppingerCole. Atos was also listed among the top companies in the Overall Leadership and Product Leadership categories.

### Wellbeing@work

Atos ranked among the Best Workplaces 2012 in Poland. This award endorses the company's Wellbeing@work global transformation program, which aims to design the working environment of the future by using technology to enable new ways of working that support a better work/life balance for employees and make the company more efficient.

### Responsible Employer

Atos won a top industry award for its modern apprenticeship scheme at the 2012 Modern Apprenticeship Awards, organized by Skills Development Scotland (SDS). The awards showcase businesses that have demonstrated initiative, enterprise and outstanding commitment to the improvement of skills development within the Scottish economy.

### Operational Excellence

Gartner, Inc. positioned Atos in the Magic Quadrant for Datacenter Outsourcing and Infrastructure Utility Services, Europe, based on its "ability to execute" and "completeness of vision."

Syclo, a leading provider of enterprise mobile solutions, named ENERGY4U, an Atos company and a leading systems integrator for SAP implementations, as the winner of its annual Partner of the Year Award 2012. ENERGY4U earned this recognition for several global deployments including multiple products and consistently delivering on time and within budget.

Atos received an honorable mention at the IT Gala in Slovakia for its IT employment services system, which has been implemented at the Department of Labor, Social Affairs, and Family. It provides data storage and automated processing as well as improving the quality and accuracy of client data.

### Corporate Governance & Compliance

The India Geographical Business unit successfully completed PCMM (People Capability Maturity Model) Level 5 and has been recommended for PCMM Level 5 certification.

In the Netherlands, Atos entered the CO<sub>2</sub>-Performanceladder at Level 4 of 5.

The CO<sub>2</sub>-Performanceladder is a procurement tool that encourages companies to be aware of their CO<sub>2</sub> emissions (and those of their suppliers), and to be permanently on the lookout for new ways to reduce their footprint. Level 4 is remarkably high for a newcomer to the instrument.



# Stakeholder dialogue

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# Reaching out to our stakeholders

**Atos understands that developing solutions to the challenges** of sustainability cannot be done in a vacuum. For this reason, we work closely with our customers, our partners, our suppliers and our employees to enable both Atos and the wider community to progress towards a more sustainable future.

► **Everything starts with listening** to what our customers tell us, and we then work to address their challenges and needs and improve their operations accordingly.

## Stakeholder identification

In line with AA1000 recommendations, Atos has developed a mapping tool to identify main stakeholders with whom to engage according to influence and dependency on the company. The basis for selection is the analysis of current inter-relations with Atos. External stakeholders include current partners, suppliers and clients that have a close relationship with Atos and a strong commitment to progress our sustainability agenda. Internal stakeholders include young talent (selected members of the Juniors Group and the Wellbeing@ work council) and managers whose business

activities are closely linked to our sustainability strategy and initiatives (such as global datacenter manager, Human Resources). Stakeholders are selected on the basis of their influence on Atos' strategic topics which are identified in the materiality assessment. Atos regularly invites stakeholders to discuss these topics in the context of their impacts and importance to Atos to help us move forward in these areas.

## Global Stakeholder Meeting

To ensure our Corporate Responsibility strategy meets the expectations of our 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 to create a more sustainable environment for ourselves, our partners and the broader community as a whole. Since 2011, Atos has set out to develop a more structured stakeholder dialogue to review our strategy and ambitions, and accelerate our actions and initiatives.

**The Global Stakeholder Meeting on June 19<sup>th</sup> 2012** at our Headquarters in Bezons welcomed partners and suppliers to discuss with Atos management and employees the governance structure necessary to ensure a continuous stakeholder dialogue and worked together on **3 areas of expertise:**

- **Accelerating environmental excellence:** identifying new ways for carbon reduction, both internally and for our clients.
- **360 degrees social engagement:** identifying focus areas and concrete initiatives where Atos could work with stakeholders to stimulate responsible social impacts.
- **Sustainable innovation:** how to develop sustainable solutions that fit our clients' needs. Following this meeting a more detailed and structured Stakeholder Engagement program for 2013 has been developed.

## Engaging with our customers, partners, suppliers and employees

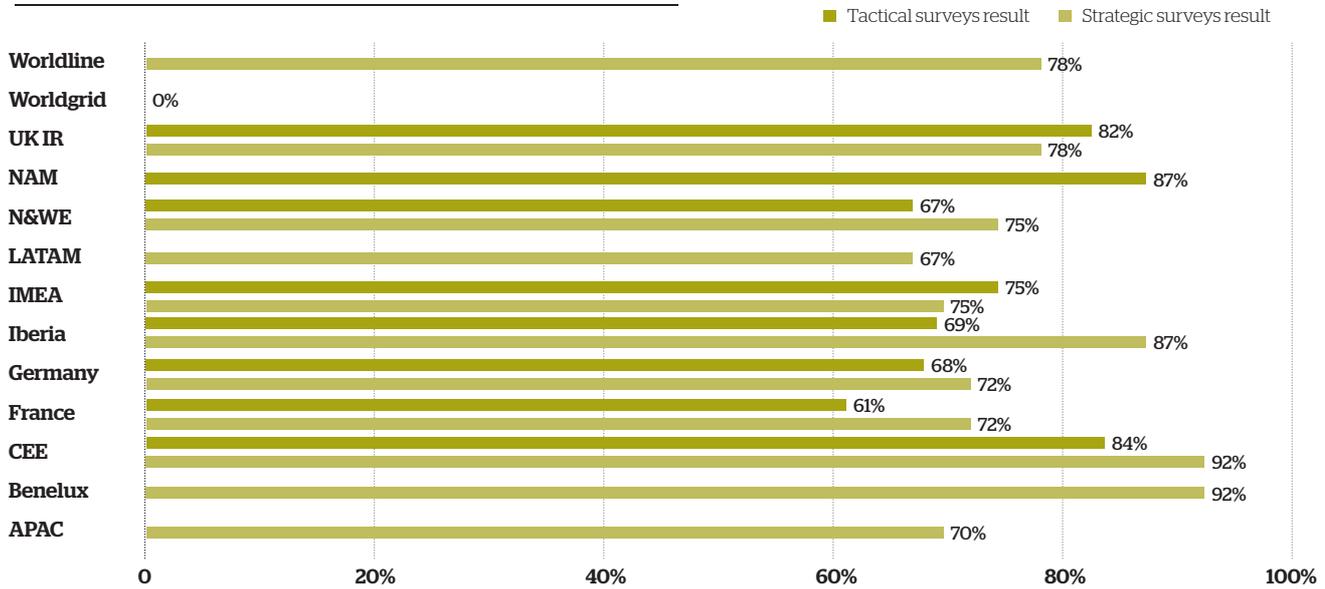
[PR5]

At every level of our business, we have established mechanisms to ensure regular dialogue can take place between Atos and its stakeholders.

## The importance of customer satisfaction

Atos organizes regular meetings with clients to share our sustainability vision and activities and to discuss where we can cooperate to have greater impact together. In October 2012, the Planet Workshop event took place in Evian, where Atos participated as a key partner and invited clients to discuss and share views on social and environmental ...

**Customer Satisfaction in Strategic and Tactical Surveys – by GBU [PR5]**



**100**

in-person interviews for Siemens

**250**

comprehensive online surveys were undertaken

**30,000**

end users were surveyed and the results comprehensively analysed

... challenges. Furthermore a yearly Customer Satisfaction Survey is carried out for major clients at country level. The annual, strategic measurement of the satisfaction of our customers is very important to Atos and the goal is to improve our services and retain our customers.

In 2012, a worldwide initiative was launched under the leadership of the Quality and Customer Satisfaction Officer (Patrick Frinault) and the Head of Sales and Marketing Support (Hervé Payan) to drive a harmonized Customer Satisfaction Management approach across our company. As a result, we now apply a common focus on Customer Satisfaction as a core element of Atos' culture.

Our philosophy is to always want to improve our offerings and services, to better meet our clients' requirements and deliver even better services. At Atos, we have a culture of prioritizing our customers' needs and satisfaction, and this may explain why we retain many of our customers, gaining their trust and building long term partnerships. Everything starts with listening to what our customers tell us, and we then work to address their challenges and needs and improve their operations accordingly. In 2012, for all levels of our major clients (Strategic, Tactical and Transactional) Atos performed globally standardized, mature satisfaction processes.

The importance of Customer Satisfaction for Atos is visible by its pure numbers. For example, at Siemens, Atos' biggest Customer, almost 100 in-person interviews were carried out, 250 comprehensive online surveys covering the middle IT management level were undertaken and more than 30,000 end users were surveyed and the results comprehensively analyzed. In addition to Siemens more than 300 other client account representatives were interviewed in person, usually by Atos Management representatives. The objective of these client interviews was to show our appreciation of our client relationships and to maintain close contact with our mid-sized and large customers, and in particular to better understand any possible improvement areas where we can take action. We also applied this practice at project level through the completion of highly efficient online surveys, covering more than 1,500 client representatives. Our approach allows us to comparably and globally measure customer satisfaction and to define efficient actions at client, Geographical Business Unit and Atos level. We are now deploying specific improvement plans and surveys in 2013 will tell us how much we are moving towards "best-in-class" performance. ...

## Focus

# Milestones

in 2012



▲ **Atos was a main partner at the Global Sustainability Conference in Evian** where we engaged in dialogue with clients and partners on key social and environmental topics.



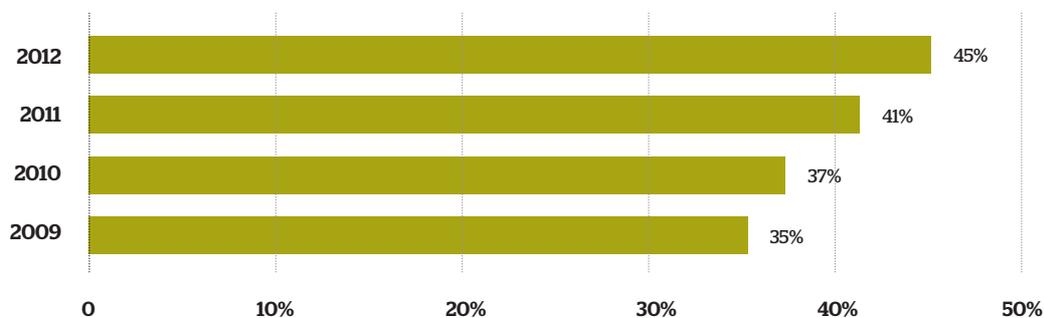
▲ **41,081 employees (54% of our global workforce) worldwide** took part in local Great Place to Work surveys to share their views and help build a better work environment.

◀ **4,187 employees took part in local CEO lunch and breakfast sessions** to have an open dialogue with their management.  
Pictured: employees in Singapore enjoying a birthday cake with Herbert Leung, CEO of Atos GBU APAC.



▲ **The annual Global Stakeholder Meeting** offered opportunities **to discuss and review our sustainability program**, governance structure and focus areas.

## Expenditure coverage of EcoVadis assessment [HR2]



**The expenditure coverage** of the EcoVadis assessments has been growing since 2009 and amounted to 45% in 2012.

...

### Towards a sustainable supply chain [HR2]

Atos aims to work closely with its partners and suppliers to help accelerate sustainable progress. In order to ensure a sustainable supply chain, we have enlisted the support of EcoVadis since 2008 to evaluate the Corporate Social Responsibility performance of our suppliers. Over the past 4 years, we have conducted nearly 400 assessments, allowing us to identify potential risks in our supply chain and set up a corrective action plan with some suppliers where needed.

### Listening to our employees

As part of the Wellbeing@work transformation program, Atos has the ambition to enter the Great Place to Work (GPTW) challenge for offices in all of its 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 2012, 24 countries and business organizations took part in the GPTW survey, representing 54% of Atos staff. It demonstrated the commitment and involvement of employees to share their views and to help build a great working environment together. Improvement plans are being developed per country to help increase our ranking for the 2013 surveys.



“Effective management of ESG concerns has become an item of genuine importance on the agenda of private equity firms, not least because these factors are increasingly linked to corporate profitability and value. As a private equity firm, we seem to have a relatively little environmental, social and societal impact. However, through our portfolio companies, their EUR 20 billion of sales and their 180,000 employees, we have a significant position which enables us to evolve hand in hand with the set of our participations. Our investment strategy, based on majority ownership and long-term approach, naturally leads to a responsible approach to our portfolio companies. A high proportion of PAI's portfolio companies have incorporated ESG issues within their processes and shareholder reporting for a number of years, and half of them have already joined the UN Global Compact. Among those companies, PAI partners fully supports Atos actions in the field of sustainability, which are exemplary within PAI portfolio. Those initiatives have placed Atos among the top ESG performers of PAI portfolio companies.”

**Lionel Zinzou-Derlin,**  
Chairman and CEO, PAI  
Member of the Board of Directors, Atos



## Interview

Barbara Kux, member of the Managing Board and Chief Sustainability Officer, Siemens

“Sustainability is a key strategic element and represents a huge business opportunity.”

### What are the main benefits for a company in having a clear sustainability program?

**Barbara Kux:** Efficient management of the wide range of aspects related to sustainability is a company-wide task which requires clear organization, structure and a firm foundation into a company's culture. In order to achieve tangible results and ensure progress, it is necessary that all major tasks of the program have clear lines of responsibilities and that targets are defined and communicated consistently both internally and externally. Since 2009, the Siemens Sustainability program has been essential to us when it comes to communicating what sustainability means to us at

Siemens, and what guides our actions to assist us in fulfilling our high ambitions of being a world-leading sustainable company.

### Do you consider it important for your business partners to have a sustainability strategy in place?

**Barbara Kux:** On the one hand sustainability is the foundation of a trustful partnership and on the other hand it is the result of it. Therefore, a comprehensive and stringent strategy in regard to sustainability is important for Atos as our supplier and our business partner. As a supplier we as Siemens expect compliance with our Code of conduct for

Siemens suppliers but also innovative solutions to increase productivity and efficiency. As business partners we would like to jointly help our customers to improve their business also in a sustainable way. As part of the strategic partnership, Siemens and Atos jointly develop sustainable solutions, e.g. for datacenter infrastructure management and low-emission zones in cities which help increase energy efficiency and reduce pollution.

### Can sustainability bring value to the Siemens and Atos partnership?

**Barbara Kux:** Sustainability is a key strategic element and represents a huge business

opportunity. From my point of view it is crucial to integrate this topic in the regular strategic meetings between Atos and Siemens - the involvement of key stakeholders from Siemens and Atos is essential. We need to have a common understanding of our sustainability objectives and should use our experiences as a differentiator in the future.



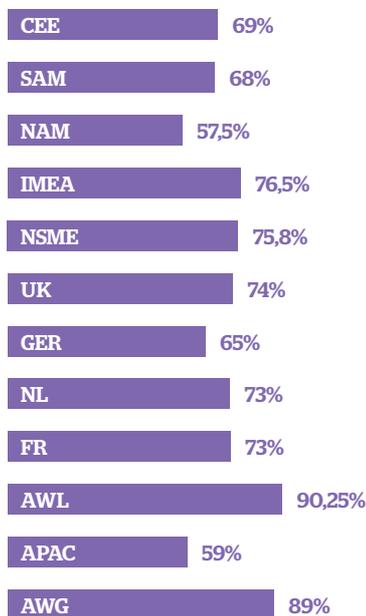
# Transforming our workplace

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# Developing a world class workplace:

## Wellbeing@work

Atos is committed to being a great place to work that inspires a new generation of Business Technologists to innovate for our customers. Guided by the principles of our Wellbeing@work program, we are transforming the working environment for all our employees.



Great Place to Work response rate by Geographic Business Unit.

### Building a great place to work

Since 2010, Atos' global transformation program, Wellbeing@work, has been developing initiatives and activities to encourage new ways of working, intensively using new technologies while matching the social expectations of employees and the 'Y generation'.

In 2012, the Wellbeing@work program further intensified its efforts with 24 countries and Geographical Business Units participating in the Great Place to Work survey, involving 41,081 employees (54% of our global workforce). Atos Poland was the first country to achieve the Great Place To Work award in March 2012 and we aim to have more countries achieving this accolade in 2013. The survey helped us determine the focus areas for 2013: a continued emphasis on rewarding and recognizing excellent performance of employees, supporting and training management to lead effectively in a more collaborative business environment, and encouraging employee dialogue to help improve our working environment together. The 2012 survey results also show a good score on diversity, offering employees fair treatment, regardless of their age (65%), race and ethnicity (85%), gender (80%) or sexual orientation (84%).

The participation in the Great Place to Work surveys has given us better insight in the areas in which our employees think we excel or need to improve in. Using last year's scores as a benchmark, we have particularly improved in the fields of vision and diversity, scoring up to 5% better on questions such as: "People here are given a lot of responsibility". In general, on the Great Place to Work Trust Index, we have increased our score by 2% to 53%, with 5 countries already scoring above 60%. The priorities for 2013 are management behavior and leadership style, for which the focus is on sharing our vision and demonstrating leadership in a more collaborative and transparent business environment, enabling a constructive dialogue with employees, and on reward and recognition, where the focus is on personal management attention for the employee's development, activities and successes.

### Raising awareness: the annual Wellbeing@work Week

As part of our ambition to become a best place to work, Atos launched its first annual global Wellbeing@work awareness week in September 2012. The aim of the week was to make sure all employees understand the value that Wellbeing@work tools and initiatives bring to their daily working lives. ...

Case study

# Atos Poland: a Great Place to Work



Atos delegation, consisting of Eric Martos, Dariusz Baran, Kinga Bloch, Magdalena Pastor and Philippe Mareine, proudly showing the Great Place to Work Award 2012.

**In 2012, Atos Poland was named as one of the three best places to work in Poland by the Great Place to Work Institute. Poland Country Manager, Dariusz Baran, talks about how to create a great working environment where people aspire to work.**

**What do you believe were the key elements that enabled Atos Poland to be considered one of the best places to work for in Poland in 2012?**

**Dariusz Baran:** Our success was built both on continuous local work and also on our implementation of the initiatives of the Atos Wellbeing@work global transformation program. At Atos Poland we have always stressed the need to achieve the right work climate and to show our employees that we care about their wellbeing at work – their needs, their working environment, their integration and their development opportunities. We have continuously defined areas for improvement, such as having the right physical work environment.

**How involved were the employees of Atos Poland in these initiatives?**

**Dariusz Baran:** At the end of the day it is not the management that creates the firm of the future. It's the people. It's essential to manage and coordinate your people well, but equally – or even more crucially – to trust in them, to create opportunities for them to show their best and to give the right feedback through appreciating results, thanking them and rewarding and encouraging them.

**How did you prepare for entering the Great Place to Work competition?**

**Dariusz Baran:** There were two main stages. Firstly, we concentrated on key points such as the development of opportunities offered by the company and enabling flexible working, such as working from home. The second stage, which was just as important, was a communications campaign about the Great Place to Work survey. This involved town hall meetings, including one in Warsaw attended

by Hanns-Thomas Kopf, CEO of Atos Central and Eastern Europe, and Philippe Mareine, Atos General Secretary, as well as local management and Wellbeing@work managers. This enabled us to raise the awareness of employees about the Wellbeing@work program and to explain its objectives.

**Why is Atos Poland such a great place to work?**

**Dariusz Baran:** The people! Poland has a young population and it's critical for them to work in a company that offers a modern working environment, and that this is also known to people outside the company. Our success in Great Place to Work has made Atos more visible as a great IT services company in Poland.

**What makes the Business Technologists at Atos Poland so enthusiastic?**

**Dariusz Baran:** Atos Business Technologists are committed not only to their work, but to their other interests. We created a People with Passion program

in Poland for our Business Technologists to share their hobbies with colleagues. We discovered we have people who love boxing, painting, bicycling and much more. We even have our very own band, Beta Band, which is going from strength to strength. We also create a calendar every year including some of the participants in our People with Passion program. At Atos Poland, we encourage suggestions from our employees so we can improve our working environment continuously. It is above all thanks to their efforts that we have been ranked a Great Place to Work.

## Milestones in 2012

► **Smart Campus:** following the successful trial at the Atos Headquarters in Bezons, France, the concept began to be rolled out at other main Atos locations, including Atos Pune, India.

► Employees can use the Atos **Bring Your Own Device** secure solution for both smartphones/tablets as well as PCs/laptops for all interested employees.

► Our **remote working program** offered more flexibility to around 20,000 employees; 4,000 teleworkers with a formal contract to work at home and about 16,000 who work as teleworkers from a variety of locations. [LA1]

► Over 3,000 **e-learning modules** are available for employees and more than 5,273 modules have been successfully completed.

► We welcomed **12,864 new employees** in 2012. [EC7]

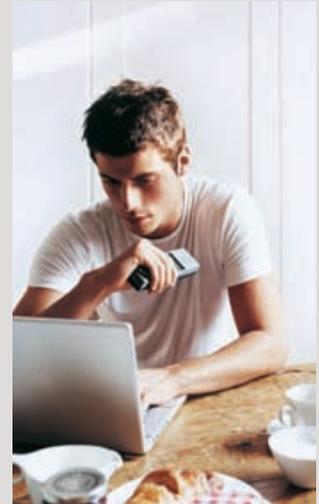
► **6,039 new joiners** have taken part in introduction days and 4,187 have attended local CEO lunch or breakfast sessions. [AO12 + AO13]

► **24 countries took part in the Great Place to Work** survey in 2012, involving 41,081 employees who took part in the survey, which is 54% of our workforce. [AO2]

► **Recognition and Reward programs** awarded over 6,500 employees for outstanding or inspiring behavior and achievements.

► Almost 6,000 employees received help and advice to create a **better work / life balance**.

► To support our **Zero email™** ambition we implemented blueKiwi, our social business network to encourage business communities to collaborate more efficiently and drastically reduce e-mail overload. All 76,400 employees will collaborate in communities by the end of 2013.



**3,000**  
The number of e-learning modules available for employees

**24**  
The number of countries that took part in the Great Place to Work survey

...

Throughout the week many of our countries and Geographical Business units organized family days and special activities including an Appreciation Day, in recognition of the daily support a colleague or manager provides. Some offices held a Fitness Day to learn more about the importance of a healthy mind in a healthy body to deliver best performances on a day-to-day basis and to ensure a good work/life balance. There was also a Zero email™ Day where colleagues were briefed on how to work more efficiently, collaborate together and share knowledge without using email. India and Asia Pacific organized a Sustainability Day to emphasize the importance of acting responsibly, and in the UK, Spain, the Netherlands and many other countries there were charity events organized to make a difference. In addition, a useful MyNews app for iPhone and Android was launched for employees to keep up to date with the latest Atos news.

### Smart Campus

[AO9]

Significant progress was made during 2012 in developing and rolling out a smart, sustainable Campus environment for our employees in our key geographies to support and encourage new ways of working. The Future Workplace concept is part of Atos' Wellbeing@work initiative and is aimed at

creating new ways of working and intensively using new technologies while matching the social expectations of employees and the 'Y generation'. Employees' demands are changing: they desire greater mobility, more flexible working conditions, higher levels of connectivity and conviviality at work. The concept designed by Atos attempts to respond to these new requirements on the basis that good working conditions provide a lever for performance improvement while meeting our sustainability objectives.

#### The Smart Campus concept consists of:

- **Implementing new space design** (e.g. open spaces, dedicated/desk sharing)
- **Providing useful services to employees** (e.g. fitness, nursery, concierge services, organic baskets, restaurants, electric vehicles, online health platform, and IT hotline)
- **Delivering specific tools** to facilitate their daily job (e.g. geo-location, follow-me printing, online booking of meeting room)
- **Allowing remote working** to improve the balance between work and private life (e.g. remote access to all applications and facility services from anywhere, at any time)
- **Enhancing collaboration** and facilitating mobility (e.g. social/community networks, collaborative tools, unified messaging). ...

Case study

# Atos Pune, India: next generation workplace



Milind Kamat and Atos Chairman and CEO Thierry Breton at the inauguration ceremony of Atos' new Campus in Pune, India.

## Milind Kamat, Country Manager, Atos India, explains how Atos' Future Workplace concept has been implemented at the new Campus in Pune.

### What are the distinctive characteristics of the Atos Pune Campus?

**Milind Kamat:** Globally, Atos is building a new generation of Campus facilities for our workforce that differentiates Atos from other companies in the market. The Pune Campus replicates the design of Atos' original smart Campus in Bezons, outside Paris. It reflects Atos' Future Workplace concept, part of the WellBeing@work initiative, which is aimed at creating new ways of working and intensively using new technologies while matching the social expectations of employees and the 'Y generation'.

### When did the Atos Campus at Pune start operating?

**Milind Kamat:** Thierry Breton opened the Campus in January 2012. By the end of 2012, we had 2,800 people working here, and

over the coming months we expect to grow to our full capacity of 4,500 people.

### What has the response of Atos employees in Pune been?

**Milind Kamat:** Very positive. It's a new generation office with a lot of experimentation going on. We are developing many of the main topics of WellBeing@work at the Pune Campus. Our Business Technologists like to be involved in pioneering experiments and they like learning about new topics. It engages them, excites them and motivates them. All of our employees in Pune can sign up to working on new generation topics in our Future Center, and there has been a very good level of response. The design of the Campus and the services we provide to employees are also much appreciated.

### What are some of the benefits to Atos of the new Campus?

**Milind Kamat:** As a professional services company, we need to optimize our operations. Having

a next generation workplace means that in any given space we can have more people operating and hence maximize our performance. It's the future for Atos and for professional services companies in general.

### What has Atos learnt from its experience of the Campus so far?

**Milind Kamat:** One of the main missions of the Campus is to experiment with new forms of working, such as having a mobile workforce. We are gaining a lot of experience in what it means in practice to have a mobile workforce and extending remote working. The infrastructure of the Campus is completely enabled to meet the goals of our Wellbeing@work initiatives, such as Bring Your Own Device and ubiquitous connectivity. We are also experimenting in collaborative tools. As you know, Atos has a Zero email™ program, based on implementing the enterprise social network. At Pune we are experimenting with these new technologies and new working behaviors.

### How do you think Atos' customers can benefit from this?

**Milind Kamat:** There is a customer experience center at the Campus where customers can come and discuss the new ways of working and how new generation technologies can impact their businesses. We discuss with them how to extract productivity improvements, reduce costs and find new revenue generation possibilities from these new technologies and ways of working. There are lots of business opportunities from these ideas, and the Pune Campus is test-driving these concepts.



The prestigious Global Organizational Leadership Development (GOLD) program enables high potentials to become more effective leaders of people.

120

Talents participated in the GOLD program, from business or support units in 25 countries

45

The number of young Talents comprising the Juniors Group

...

► **Matching young generation behaviors and their beliefs** (e.g. work in a citizen and responsible company). For example, Atos is rolling out a full Bring Your Own Device solution for both smartphones/tablets as well as PCs/laptops for all interested employees. Incentives are being identified by each Geographical Business Unit and the solution takes care of security aspects as well as user expectations.

The Smart Campus model (conceived with AOS Studley, a key partner of Atos) addresses changes in the relationship between people, space and time. More mobile, more connected users are turning to spaces and technologies suited to their new ways of working. A working environment that meets these new needs is emerging as a performance driver, combining social, financial and environmental benefits aligned with Atos strategy. This concept was successfully trialed at the Atos Headquarters in Bezons, and is currently being rolled out in a number of Atos' main locations around the world.

**Nurturing talent, identifying our future leaders**

Atos' growth ambition requires continued expertise and entrepreneurship development to help customers create innovation and acquire competitive advantage.

For these reasons, Talents development, attraction and retention are top priorities. The Juniors Group is the first stage of development on an international level. It is a self-contained group of young, dynamic people from all over Atos. Being a member of the Juniors Group is a great learning experience involving meetings with senior management and colleagues and working in projects. A dedicated curriculum has been specially designed for this group to boost their learning experience. The Juniors Group consists of 45 young Talents - of which 20 joined in 2012 - and is active in most of our countries.

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. Truly multinational and multi-disciplinary, in 2012, 120 Talents participated in the GOLD program, from business or support units in 25 countries.

**e-Learning: Atos University [A09]**

For 5 years, Atos University has been paving the way for Atos employees to easily access a fast increasing number of learning and development opportunities, helping them ...



**e-learning**  
free access for all

**English Language  
IT Professional  
Individual & Personal  
Development Skills**

**opportunities  
for you!**

- ▶ Come and discover the Atos world of e-learning available for YOU
- ▶ Informal presentations, demonstrations and information about e-learning programs
- ▶ Easy registration and you can start immediately

When: date 2012 Location: place  
Where can you find us? Stand 999



wellbeing @work

**learning  
to success**

Unlock your full potential today

**e-learning**  
free access for all

---

▶ By making over 3,000 e-Learning modules available in 2012 and with an overall effort of 21.1 learning hours on average per employee, Atos has invested more than ever in people development.

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▶ **Another key objective for Atos University in 2012** was to support the company's strategic objective to accelerate organic growth.

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... reach their full potential, and perform their job successfully. The most striking example of this is the solid usage of online courses and resources provided in free access to all employees, who selected over 206,131 hours in 2012 (twice as much more than the previous year). 22% of Atos staff have benefited from at least one of the 3,000+ IT and project management courses on offer, while nearly 6,000 of them have been improving their business English skills online.

A number of corporate learning initiatives have also been launched in 2012, to support Atos objectives of improving quality of service and efficiency. Those include an ambitious program aimed at training and certifying all Project Managers along their seniority levels, and about 600 of them have already completed a certification in 2012. Other new programs, such as the Solution Design or the Engineering academies, aim at establishing a common way of designing and building IT solutions for our customers.

Another key objective for Atos University in 2012 was to support the company's strategic objective to accelerate organic growth. The most visible achievement here is the enablement of Atos sales staff to promote the portfolio of offerings available for our clients. This program delivered a library of courses and certification tests covering 15 major

offerings, such as Smart Mobility or Social Collaboration, at various levels; which resulted in more than 2,000 sales people and consultants certified at the end of the year. By making over 3,000 e-Learning modules available in 2012 and with an overall effort of 21.1 learning hours on average per employee in 2012, Atos has invested more than ever in people development. and this will continue to increase in 2013.

#### Atos Young Professional of the Year

In addition to the Juniors Group and the GOLD program, initiatives exist on a local scale. For example, in the Netherlands, an annual Young Professional of the Year election takes place, initiated by the local Atos Young Professional organization, consisting of over 700 young business professionals working in different business lines and areas of expertise. In 2012, the Young Professional of the Year election focused on three central themes which all related to Atos global programs. These were Client First (eXpand), Future Proof Efficiency (TOP) and Generation Y (Wellbeing@work). After a preliminary round, in which all interested members of the Young Professional organization were asked to write a short position paper on one of the three topics, nine finalists were selected to go into debate with each other on the specific topic chosen. This resulted in three preliminary rounds with three candidates debating the three topics.



The Juniors Group consists of 45 eager, dynamic Talents - of which 20 joined in 2012 - and is active in most of our countries.

**22%**  
of Atos staff have benefitted from at least one of the 3,000+ IT and project management courses provided

**600**  
Project Managers have already completed a professional certification in 2012

The judges of the debates were senior management from the organization affiliated to these programs: Marianne Hewlett from Wellbeing@work, Johan Taams for Client First and Richard Kerssens for Future Proof Efficiency. The fourth member of the judging panel was the winner of the 2011 competition, Joost Gijzel.

The finals were an evening event opened by Atos Netherlands CEO Rob Pols, where the judges and the audience (Atos employees, family and friends) listened to debates on all three topics as well as a final debate on the future role of the CEO of Atos Netherlands.

The winner of the 2012 title was Thomas van der Kroft who argued that the CEO of the future would be incomparable to the current CEO, on the basis that organizations will evolve much more into network-oriented organizations which will require a very different leadership.

Thomas was unanimously voted winner by the jurors and the audience. Besides winning the prestigious title of Atos Young Professional of the Year, Thomas has also earned a spot on the global Wellbeing@work council, in which he will represent the Netherlands.

Following the success of these elections in the Netherlands, it is planned to widen the scope of these elections on a global scale

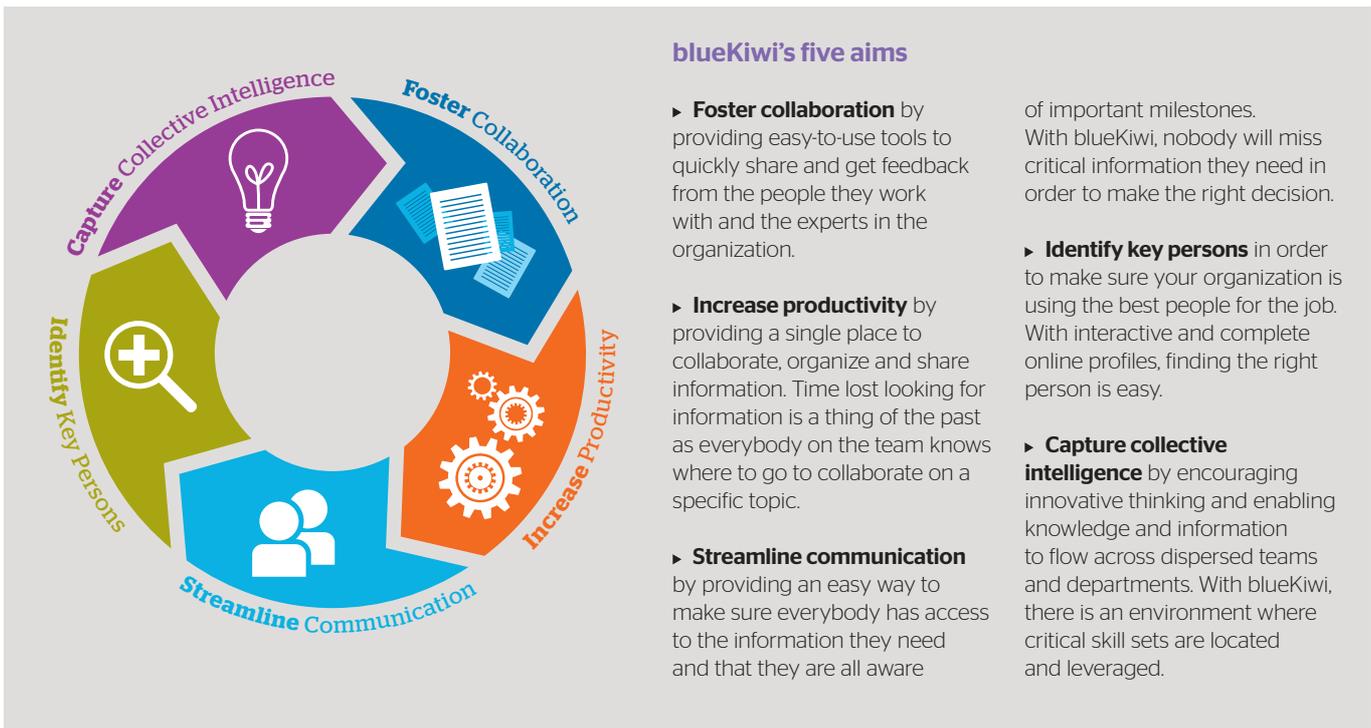
across Atos in 2013, after which winners from local elections will be invited to join the finals for the global Atos Young Professional of the Year.

### Zero email™ - embracing a new way of working

**One of the key building blocks for creating a great place to work is our Zero email™ ambition. A move to Zero email™ addresses the challenges that organizations face as a result of the continuing explosion in data.**

We believe that email is on the way out as the best way to run a company and do business. Atos' aim therefore 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 Instant Communicator (Lync/OCS) instead of email for quick questions to or chats with colleagues, or by using Livemeeting to instantly organize online meetings and sharing documents. The Zero email™ program aims to promote a new work environment based on best-in-class communication and collaboration technologies while eradicating internal emails between employees by the end of 2013. In its place comes blueKiwi - our social business network which will provide a collaborative working environment - allowing employees to work together and collaborate more



**3,500**  
employees were involved in our social business network at the end of 2012

**5,000**  
managers worldwide will be provided with training

...  
effectively than they ever could with email. In March 2012, Atos acquired blueKiwi, Europe's largest SaaS provider of Enterprise Social Software and October saw the internal launch of our social business network.

By the end of 2012, the first communities were on board, involving around 3,500 employees. Atos has chosen to stagger the rollout by business communities to ensure take-up by its employees. Using blueKiwi, employees can both create and discover communities across Atos and work together in a non-hierarchical way on research, business development or client projects.

Each community set up using blueKiwi's ZEN enterprise social software has a dedicated community leader, a clear business purpose and clearly set goals. A comprehensive training toolkit is available, containing videos and easy to use guidelines to get started quickly and a team of ambassadors provide advice and training workshops locally.

In addition Atos also provides training for 5,000 managers worldwide, starting early 2013. This will ensure that they understand their role as leaders of communities and how to encourage participation, and also best capture and use knowledge in a tool where everyone can contribute and participate.

During the next few months up until the end of 2013 all 76,400 employees will be working together on the network, all part of one or more business communities.

In addition to a collaborative social business network, Atos is also reviewing its business processes to remove email wherever possible. The first Zero email™ certified (and externally audited) processes have already been achieved.

## Case study

# Zero email™:

Towards a better way of communicating



Robert Shaw in the Olympic Stadium for the London 2012 Olympic Games

### An interview with Robert Shaw, Global program Director, Zero email™

#### What are the goals of the Zero email™ program at Atos?

**Robert Shaw:** We are confident that email is no longer the best way to run a company or do business. Our goals are to remove people's addiction to internal email as a communication tool. By applying new ways of working, using innovative technologies for better communication, team working and social networking, we will be able to manage and share information much more effectively. The aim is to eradicate emails between Atos employees by using improved communication applications as well as new collaboration and social media tools.

#### Why do you believe that email is on the way out?

**Robert Shaw:** Firstly, we have noticed that the new generation of employees coming into the workplace are adept at using social

collaboration in their daily lives and are curious as to how email has retained such a strong hold in the workplace. Secondly, we know that the volume of emails we send and receive is unsustainable for business. With an estimated 5 to 20 hours a week spent on reading and writing email, it has become a managerial and efficiency issue we have to address. The gain in productivity and convenience email once provided is being increasingly undermined by its drawbacks, such as communication bottlenecks, occupational spamming and document 'ping-pong'. Our conclusion is that there must be a better way of working.

#### How is Atos progressing in its ambition to becoming a Zero email Company™ by the end of 2013?

**Robert Shaw:** Following the internal launch of blueKiwi, our business social network, we are now "Zero email ready" - everything that we need has now been built and deployed. We are pioneers, with a

clear goal and we now know much more about the challenge that we have been set collectively. We now need to focus on adoption. However, Atos will continue to use email externally as long as our customers and suppliers do the same.

#### What difference will the Zero email™ program make to working at Atos?

**Robert Shaw:** The program is fundamentally about what we call "Wellbeing@work". We want our employees to have a much more rewarding time and our customers to benefit from the commitment and innovation that will inevitably follow. We know from employees who have already begun to change their behavior that they are now enjoying an improved work life because they can have more real-time conversations and incorporate more time for reflection into their working day. Our pilot users reported that they found new ways of collaborating and this helped them become more efficient while working on topics with their team. For example, one participant reported that instead of mailing 10 people for an answer, he posted one discussion post and got all the answers he needed - saving time and effort to get the same useful results. The ability to save time by using this software to share information and support each other has shown us the productivity savings that are possible for example on a bid, or solving a business issue.

#### Once the project has a proven record of success, will Atos also make it available to customers for their own businesses?

**Robert Shaw:** We have now launched blueKiwi ZEN in the marketplace. This Global Key Offering already has a number of customers who benefit from the constant innovations that blueKiwi drives so that they remain ahead of the competition - and the customer list is growing.



# Responsible citizenship

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# Our next generation approach to corporate citizenship

**In line with our clear and well-thought out vision** on how we can be responsible corporate citizens, Atos proactively engages with society, working together with a variety of stakeholders towards a sustainable future for all.

► **Our core competences and strengths are clear to us.** Our focus in regards to corporate citizenship is about identifying where these can be applied to address societal and development challenges through the core business.

## Corporate responsibility across Atos' value chain

For Atos, it makes good business sense to ensure that corporate citizenship forms an integral element of our daily business practices.

As a leading international IT services provider, we understand that our activities and IT services in general are powering progress and that we represent an engine of innovation and growth for society at large.

We also believe that as a private organization, our role goes beyond creating employment, providing services, and generating profit for shareholders. The wider role of Atos in corporate citizenship is played by embracing an inclusive business model.

By evaluating and understanding the socio-economic impacts of our operations, we aim to identify where social and economic benefits could be further enhanced across the value chain.

Our core competences and strengths are clear to us. Our focus in regards to corporate citizenship is about identifying where these can be applied to address societal and development challenges through the core business. By taking corporate citizenship seriously, we aim to also improve our reputation and operational efficiency, while

reducing risk exposure and encouraging loyalty of internal and external stakeholders and promoting innovation.

A next generation approach to corporate citizenship where responsible business practices are woven into Atos' corporate practices requires more than top-down advocacy - it is backed up by board oversight and engagement and by layered management structures, systems, processes, and policies that make citizenship part of every employee's remit, across Atos' value chain.

In other words, good and astute corporate citizenship practices represent sources of enhanced business benefits to Atos in these key areas:

- **Competitiveness** and market positioning
- **Employee recruitment, motivation, and retention**
- **Investor relations** and access to capital
- **Learning** and innovation
- **License to operate**
- **Operational efficiency**
- **Reputation** management
- Risk profile and **risk management**.

By increasingly embedding corporate citizenship practices in our day to day practices, we improve business performance and provide real-life examples of the consequences of our investment in key aspects of corporate citizenship. ...



Atos India organizes summer camps in collaboration with the Seva Chakkara Orphanage. At these summer camps, the children are provided with 10 days of entertainment including sports, singing and dancing, arts and painting. The summer camp also provides health checkups for the children.

## Milestones in 2012

► In 2012, 2,018 employees took part in social activities worldwide. The initiatives primarily ranged from social engagement through free IT teaching and projects, to sporting activities that help raise funds for charities.

► Atos' financial contribution to social communities' initiatives amounted in 2012 to EUR 619,736; this includes donations to charity and social communities as well as the commercial initiatives as defined in the London

Benchmark Group (a reference model used for by Atos to report on Social Contribution) [EC1]. Atos' Community Investment in 2012 amounted to more than EUR 215,361 [EC8].

► A total amount of EUR 3,588,473 was received in financial assistance from governments in 2012 [EC4].

► **Our approach to selecting initiatives** which contribute to social communities follows the "think global, act local" approach.

### ... Engaging with society

Around the world, socially committed Atos employees are engaged in volunteer programs and in supporting charitable organizations financially and with IT services. Atos strives continuously to be a good corporate citizen and to contribute to a sustainable future for all society.

#### Thinking global and acting local

Our approach to selecting initiatives which contribute to social communities follows the "think global, act local" approach, and is a combination of top-down and bottom-up thinking. To illustrate this principle, in France, the 'Engagement Citoyen' initiative organizes a corporate competition which aims to select the best projects initiated by Atos employees in social, cultural or sports fields.

All employees vote on each project using an online voting tool. The best initiatives are rewarded and supported by Atos, either in Paris or in regional sites.

The most successful initiatives, based on the results of the votes by employees, are awarded different types of support from Atos such as donations, employee fundraising and in-kind support. Initiatives selected for this competition address areas set as priorities by Atos globally, ranging from community outreach/giving, education and youth empowerment in deprived areas.

### Our involvement in socially responsible projects in 2012 included:

#### ► US: The INTERalliance initiative

In the US, the INTERalliance initiative is a collaborative effort of Greater Cincinnati Regional businesses and educators, creating an environment that gives local young IT talent a compelling reason to stay in southwest Ohio both for college and their careers. This program begins in high school and continues through undergraduate and graduate school. High school faculty members identify and nominate the best and brightest of the students showing an interest in and talent for IT to participate in highly focused coaching and job opportunities, featuring mentoring, and unique global and local employment opportunities.

Since 2006, the INTERalliance IT Careers Camps have served as the flagship offering of this collaboration. One-week deep-dive behind-the-scenes experiential encounters take 20 high-school students at a time on a fast-paced exploration of career opportunities in IT around the region.

The program has expanded to be hosted by University of Cincinnati's College of Business, Miami University's College of Engineering, Northern Kentucky University's College of Informatics and other universities.



One of the activities of the Atos Foundation in the Netherlands is to provide voluntary support for the construction of schools and hospitals in developing countries.

## 20

high-school students at a time are taken on a fast-paced exploration of career opportunities in IT through the INTERalliance IT Careers Camps

### ► UK: Sick Kids Friends Foundation (SKFF) support

In the UK, community outreach/giving is an important focus area in various regions and places. The Atos Teambuilding initiative, primarily in the Livingston area, Scotland, is a collaborative effort by Atos employees volunteering alongside the Sick Kids Friends Foundation (SKFF), which has for several years been voted by Atos employees as a local corporate charity. Teams of 8-15 attend a local hospice and undertake maintenance, such as painting bathrooms, fences and looking after their garden. Key achievements, in addition to developing team work, include refurbishment of numerous bathrooms and painting of several murals on the garden fences.

### ► France: Energie Jeunes

In France, equality of access to education and youth empowerment are particularly important social matters that require the highest attention and support. Atos has rapidly developed a partnership with Energie Jeunes, an association whose primary aim is to fight school drop-out rates which is a main component of social exclusion. It does this by raising awareness among young people in secondary schools located in deprived areas of the importance of persevering with their studies, fighting any feelings of "failure", applying rigor and strict methodology and encouraging voluntary spirit and an open mind towards studying. Dozens of

Atos employees volunteer during the school year visiting numerous secondary schools in deprived areas. They convey the well-established and structured messages and methodologies developed by Energie Jeunes and illustrate these to 12-17 year old students, using their own personal experiences as employees and parents.

### Working with stakeholders towards a sustainable future

The main themes and drivers that underpin our support to social initiatives for lasting, sustainable and tangible benefits are based on our approaches to corporate citizenship and civic engagement. We leverage our well-established entrepreneurship in the public interest for corporate citizenship and civic engagement. Atos is part of the solution that creates a sustainable collective future of the society at large and **"Leading by example" is one of our essential values.**

► Atos is an important stakeholder within society (employment, technologies & solutions enabling progress of society, environmental footprint).

► Atos has experienced rapid growth in **Brazil, Russia, India and China** (BRICs) and several other fast emerging economies.

...



**The Atos Runteam, from the Netherlands, finishing the Roparun, a relay race from Paris to Rotterdam to raise money for improving the quality of life of cancer patients.**

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► **The main themes and drivers that underpin our support to social initiatives** for lasting, sustainable and tangible benefits are based on our approaches to corporate citizenship and civic engagement.

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...

► Atos is a key partner to governments, public services and national and local authorities in areas such as Education, Justice, Culture, Police, Defense and Health.

► Atos is also a primary partner to providers of basic & essential commodities/services such as: energy/utilities, transportation, communications & collaboration and financial transactions/payments.

► Atos is a leading contributor to the Digital Economy which is continuously influencing the dynamics of society at large.

Our aim is to leverage our core competences and assets, both tangible and intangible, towards corporate citizenship and social engagement and to drive these through carefully selected and rigorously managed flagship programs that can take the following forms:

► Community outreach initiatives in 'flagship locations' where Atos has a large presence (such as UK, France, Germany, India & the US).

► In-kind initiatives (supply of IT enabling solutions) to external well-established beneficiaries (education, micro-finance/insurance, youth/women empowerment).

► Employee volunteering initiatives in well-established NGOs/associations across the world (education, IT literacy, youth & women empowerment).

► Global partnership initiatives with external partners that may or may not already cooperate with customers or technology partners of Atos.

► Long-term secondments/placements for extended periods of time of talented Project Managers, IT experts, IT Technologists and IT innovators.

► Atos Social Network enabled/activated for communities of NGOs/Associations in need to foster effective collaborations among them and with their ultimate beneficiaries.

► Scientific/technical scholarship provided to young Talents from the BRICs.

The highest credibility and recognition of our contribution to society at large is achieved through a highly rigorous tracking and measuring framework that goes well beyond non-financial indicators and that encompasses tangible and intangible measures which consistently apply to social engagement initiatives, be they global or local or a combination of both.

...

## Case study

# The Atos IT Challenge 2012: Smart Mobility



**As Business Technologists who power progress, Atos aims to foster and encourage innovation by the IT Talents of the future.**

The annual Atos IT Challenge set the theme of Smart Mobility in 2012 for teams from 25 universities who were presented with the challenge of finding 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.

The teams, who were based in the UK, France, Germany, Spain, the Netherlands and India, were encouraged to code, draft, sketch and mock up Smart Mobility apps in teams of between two and five people.

15 successful teams were shortlisted out of the over 70 teams that submitted their ideas for development in a working application. One Atos Challenge Coach from the Atos Scientific Community was assigned to each shortlisted team to help them to take the idea through to proof of concept. The Challenge Coach provided help with technical and business insights, as well as advice to improve their all-important presentation skills necessary for business in the technology world.

The team MultiLens from Fontys Hogeschool Eindhoven in the Netherlands was chosen by the judging panel as the 2012 IT Challenge winner for its MultiLens App. The other finalists were Snackium,

Cooperative State University Baden-Wuerttemberg Mannheim (DHBW) Germany and HouseFix, University of Warwick UK.

The MultiLens team was presented with the gold medal prize by Thierry Breton, Chairman and CEO, at an awards ceremony which took place at Atos Headquarters in Bezons, Paris. Each team member received an e-tablet and was offered a trip to the London 2012 Olympic Games.

**The MultiLens team, winners of the 2012 Atos IT Challenge, receiving their award from Gilles Grapinet, Senior Executive Vice President, Global Functions.**

Some results of the Great Place to Work survey

Question	Atos Average Often True / Almost always true	Atos best score	
People here are treated fairly regardless of their age.	65%	87%	Atos Poland, Atos Sweden
People here are treated fairly regardless of their race or ethnicity.	85%	95%	Atos Poland, Atos Denmark
People here are treated fairly regardless of their gender.	80%	93%	Atos Denmark
People here are treated fairly regardless of their sexual orientation.	84%	94%	Atos Denmark
People here are treated fairly regardless of their physical or mental disabilities.	81%	92%	Atos Poland, Atos Brazil

\* 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.

...

**Our diversity policy and approach**

By maintaining a forward-looking approach to ensuring a working environment and working practices at Atos that are non-discriminatory, we aim to comply with our comprehensive global equality and diversity policy.

**Diversity and equality**

In 2011, a global initiative to develop a new equality and diversity policy was launched. Its objective is not only to 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. This initiative was continued during 2012.

**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.
- ▶ **Promote appropriate standards of conduct.**

▶ **Promptly resolve issues** when they occur and **resolve complaints** in a fair and timely manner.

**Representation of women at Board level**

The Board of Directors is today composed of 23% of women. Two women are part of the Executive Committee.

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 the 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.

**Equality**

41,081 employees took part in the Great Place to Work survey and rated our equality and diversity approach as above. In 2012, the initiative was further developed with a clear focus on nationality, gender and disability.

**23%**  
The percentage of women on the current Board of Directors

**41,081**  
employees took part in the Great Place to Work survey

## Case study

# Women in leadership



**Encouraging diversity at Atos strengthens our positioning in the market. It ensures that talented people and those with great potential are attracted to work at Atos, to actively contribute to the development of the company and become our future leaders. Promoting diversity at all levels leads to improved performance in our company.**

Many offices in Atos countries are actively examining best practice initiatives which would further encourage women to take advantage of improved career opportunities, learning about new leadership styles, managing their careers and worklife balance. At the same, Atos plans to reap the benefits from retaining and motivating

its talented and promising people. By encouraging diversity in its leadership, it will open up the possibility for new patterns and management cultures to develop to take the company forward.

There is a strong tradition at Atos Germany to encourage talented women to rise to positions of leadership. This was also the case at Siemens IT Solutions and Services where an informal network of women was formed to encourage peer to peer coaching. This community culture has continued at Atos Germany.

During 2012, Atos Germany developed plans to set up a more structured program to identify women with potential to develop into global leaders

at Atos. During the pilot phase, the scope was enhanced to cover a broad mentoring approach to address even wider areas of diversity.

Atos France is also developing a program, building on its culture of informal networking and peer-to-peer community activities, so that it establishes a formal network of talented women to become future leaders of the organization.

► **There is a strong tradition at Atos Germany to encourage talented women to rise to positions of leadership.**



# Ambition Zero Carbon

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# Reducing our clients' carbon footprints

**Rising demand for datacenter services is leading** to upwards pressure on greenhouse gas emissions from the IT sector. Atos has rolled out a pioneering Ambition Zero Carbon program to reduce and offset emissions from Atos and its clients.

► **Carbon emissions produced by Atos** are managed, measured, tracked and publicly reported on each year.

## 50%

The new objective set by Atos in terms of carbon footprint reduction by 2015

Since 2008, Atos has undertaken an annual evaluation of the carbon footprint of the entire company, covering all of its activities. This initiative involves identifying the main sources of emissions and taking the right actions to reduce the volume of CO<sub>2</sub> (directly or indirectly) emitted. The surge in data volumes and the digitalization of the global economy is leading to increased pressure on IT. This, coupled with Atos itself vastly increasing in size, led Atos to decide to reinforce its efforts to tackle climate change.

In 2012, on its journey to become a Zero Carbon Company, Atos set a new objective of reducing its carbon footprint by 50% by 2015 (from a 2008 baseline) which positions us at the top of the league of the most competitive companies in the IT sector in terms of carbon reduction.

The approach is twofold: to reduce the carbon footprint of the organization and operations, while providing to clients the smartest services in terms of environmental footprint.

Carbon emissions produced by Atos are managed, measured, tracked and publicly reported on each year. Atos applies the Greenhouse Gas Protocol (GHG Protocol), which is the most widely used international accounting tool to understand, quantify, and manage greenhouse gas emissions.

With environmental regulation strengthening around the world, many Atos customers are increasingly mindful of their carbon emissions and the costs they represent.

That is why we feel it is essential that our customers do not increase their carbon footprint when working with Atos.

As a result, the company took the decision in 2010 that clients that choose to outsource their IT infrastructure and applications to Atos carbon neutral datacenters benefit from the Ambition Zero Carbon program aimed at further reducing its CO<sub>2</sub> footprint in its worldwide activities, particularly in its datacenters. Atos Worldline datacenters, part of Atos core expertise in Hi-Tech Transactional Services, enable the processing of billions of critical electronic transactions and also operate under similar carbon neutral requirements.

Atos' Carbon Neutral hosting services are based on four key activities. Firstly, an energy efficiency program to reduce Power Usage Effectiveness (PUE), reinforce virtualization, close energy-inefficient datacenters after consolidation, and promote green innovations. Secondly, a global Carbon Audit program applied to all its main datacenters. Thirdly, a renewable energy sourcing strategy. And, finally offsetting the carbon emissions produced by its datacenters (81,373 t CO<sub>2</sub>). ...

Case study

# Windfarm Project, India



**To achieve its objective of becoming a Zero Carbon Company, Atos has put in place its Ambition Zero Carbon program which aims to reduce its carbon footprint. In order to neutralize any remaining CO<sub>2</sub> emissions, Atos has invested in a sustainable, carbon reduction project in a developing country.**

In 2012, in partnership with South Pole Carbon, Atos selected a carbon credits wind farm project in India to offset its worldwide datacenter emissions. The wind energy industry in India is rapidly developing, introducing an environmentally sound and cost-effective alternative to supplying the country's growing power demand.

The 22 wind turbines are located in the district of Tirunelveli in India's southernmost province Tamil Nadu. The wind energy project has been set up in an attempt to avoid the need to build new thermal power plants which would supply the power-deficient southern grid with fossil fuelled energy.

A key aim of the project is to encourage sustainable development of the rural region in which the wind turbines are located. The building of the wind farms has created employment opportunities (mostly in construction and maintenance) for local people. In addition, roads and drainage systems in the vicinity of the wind farms have been improved and several schools in the region have received funding for renovation works.

Local communities benefit from the project, which supports local initiatives to increase preventive and curative health services. It finances a dispensary to address the basic medical needs of the villagers, and an ambulance to serve employees and the local population. It also supports local access to clean drinking water. The project represents a truly holistic approach to mitigate climate change, contribute to environmental protection, and support rural communities. This would not be possible without the funding from carbon revenues.

## 22

The number of wind turbines set up as part of the project

## 128

128 ktCO<sub>2</sub> is the total amount of carbon offset through this program



Marianne Hewlett, Senior Vice President, receiving the ISO14001 certificate on behalf of Atos, from the external auditor. It was awarded for all locations and datacenters in the Netherlands.

...

### Atos Solutions to our clients' environmental challenges

Organizations which embed sustainability at the core of their strategy and operations, future-proof their organization in these uncertain times.

#### Ambition Zero Carbon for our clients

To optimize its opportunities for development, carbon management is considered by Atos as a performance lever and a financial asset. Unlike energy, carbon is often a hidden cost. Shining the spotlight on carbon impacts enables businesses to adjust their objectives and adapt their strategic development.

Based on its own internal Carbon Management program which demonstrates a significant business case, Atos has packaged the 'Ambition Zero Carbon' initiative in an offering which enables companies to realize the benefits of carbon performance management as part of the company's profitability.

Our goal is to help develop a low carbon economy by providing our customers with services and solutions that combine energy efficiency, carbon reductions and financial savings. The Ambition Zero Carbon offering can address a variety of business challenges, for example, energy consumption in IT infrastructure, mobility in the city, and

sustainability performance management. It demonstrates that decarbonizing business strengthens and develops a company's profitability while improving social wellbeing.

#### Environmental Management Systems core to our strategy [EN28]

The ISO 14001 approach requires our company to take a look at all areas where our activities have an environmental impact. We have identified many benefits to Atos including compliance with environmental regulation, savings in consumption of energy and materials, lower distribution costs, improved corporate image with our stakeholders, and improvement of environmental performance.

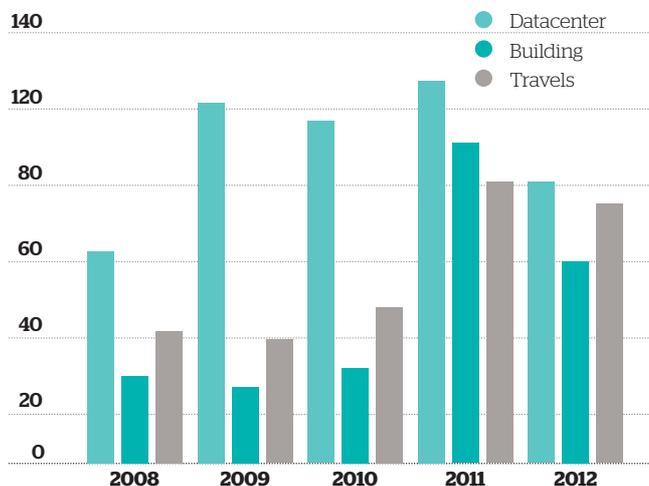
In 2009 Atos launched the implementation of Environmental Management Systems (EMSs) with the objective of attaining ISO 14001 certifications for office sites and datacenters. The objective is to properly manage any environmental impacts. This involves identifying the main sources of pollution and ensuring 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 datacenters and offices. The common factor amongst these environmental aspects is carbon emission. As a result, our ambition is to manage the majority of our carbon emissions through ...

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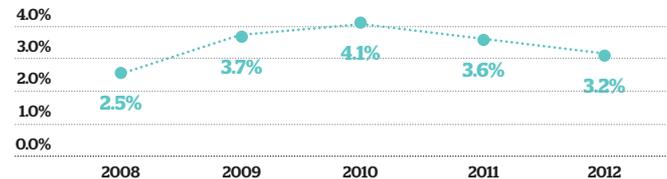
► Organizations which embed sustainability at the core of their strategy and operations, future-proof their organization in these uncertain times.

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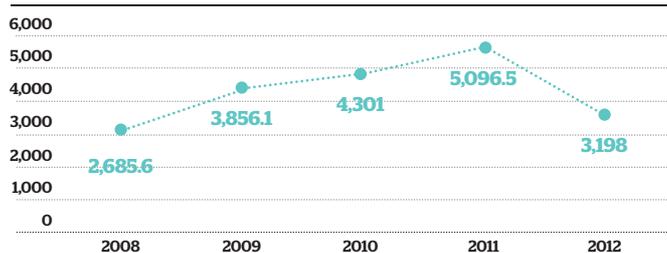
Absolute CO<sub>2</sub> emissions by source (in millions)



% Kg CO<sub>2</sub> by revenue



Kg CO<sub>2</sub> by employee (total Atos revenues)



**6 million +**

The amount of hours spent on OCS by Atos employees in 2012

**29**

The number of office sites to be certified by the end of 2012

...

EMSs, aiming for at least an 80% reduction in the final stage. This is being addressed by our major office sites and strategic datacenters located across 42 countries. With regards to datacenters, the target initially agreed in 2010 was to certify 25 datacenters over the period 2010-2012.

By the end of 2012, 21 sites had been audited. 14 datacenters were audited by 2011 and 7 additional datacenters were assessed by the end of 2012. 2 other sites will be audited in 2013. The target initially set up in 2010 did not integrate the future merging with Siemens IT Solutions and Services and the subsequent datacenters' consolidation plan to implemented. The number of eligible sites to be audited has decreased accordingly.

A similar approach in regard to office buildings is currently being implemented. By the end of 2012, 29 office sites across five countries (Spain, Portugal, Netherlands, Switzerland and Germany) were certified. 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.

### Reducing the environmental impacts of our activities

Transport and travel can be a major source of greenhouse gas emissions in any organization. Atos is leveraging the latest innovations in communications technology and urban mobility to reduce its own carbon footprint.

#### Smart Travel

[EN7]

Atos travel policy establishes strict processes for employees who travel on behalf of Atos for business purposes. The policy strongly encourages remote meeting (e.g. conference calls, video conferencing), and favors 'smart' transportation wherever possible (e.g. train instead of airplane, electric Atos car fleet or public transport). The policy is mandatory and applies to all employees across the world. All travel bookings must be made via a platform (travel agency), applying the travel policy in the booking process with a workflow of control and validation.

The implementation of the Instant Communicator (Lync/OCS) System on desktops (unified communications) combined with remote working practices, reduces the need to travel and at the same time extends flexibility for employees. In addition, these technologies limit the number of kilometers traveled, and consequently reduce costs and the

...

## Case study

# Electric cars from Atos and the Bolloré Group

Atos Chairman and CEO Thierry Breton at the MyCar launch held at Atos global Headquarters.



**Another clear example of how Atos is positioning itself as a Firm of the Future is the launch of its first electric car fleet at the end of 2012.**

Produced by the Bolloré Group, the French company that created the Bluecar electric car, these Atos-branded electric cars will be powered in 2013 by photovoltaic panels installed at the Atos Headquarters in Bezons, Paris region.

The MyCar scheme supports the implementation of Atos' Ambition Zero Carbon program to reduce its carbon emissions by 50% by 2015 (2008 baseline). MyCar can create savings of up to 127 gCO<sub>2</sub>/km (which is the French average produced by a standard vehicle) or 137 gCO<sub>2</sub>/km for the European average.

It also forms part of Atos' Wellbeing@work program to ensure Atos is a great place for its Business Technologists to work. Employees can simply book a MyCar via the Atos intranet to drive to a business meeting or event. They will have access to Bolloré's 750 Autolib' car sharing service stations and more than 3,500 charging terminals located in Paris and in 46 communities around Paris. Beyond encouraging employees to choose a more sustainable way to travel for business, MyCar will reduce time spent booking travel and taxis as well as the need for expense claims for business kilometers travelled, taxis and parking.

For Thierry Breton, Atos Chairman and CEO: "MyCar also brings many business benefits, helping us to reduce our travel costs and,

importantly, our carbon footprint, as well as increase the visibility of our brand on the streets of Paris."

The MyCar scheme marks the first step in a new international partnership between Atos and Bolloré, which is likely to lead to greater collaboration in bringing innovative IT services to Bolloré connected cars and energy activities. Vincent Bolloré, Chairman and CEO, Bolloré Group, said: "Together we can offer Atos employees a convenient, cost effective and sustainable way to travel to business meetings and events."

The batteries used by MyCar are the latest generation of batteries offering exceptional energy density, safety and power for driving in the city and on motorways. Atos is providing the

Smart Grid solutions to manage in real time the energy produced and consumed in running MyCar. The scheme will also provide the opportunity for Atos Worldgrid to further develop and improve its Atos Smart Metering solutions. Atos plans to extend the MyCar scheme to its other offices in France and around the world.



90

The number of multi-customer datacenters the company possesses, spread out over 31 countries.

60%

of Atos datacenter operations were sourced by decarbonized energies

...

environmental footprint of the company. Not only does this have a positive consequence for the environment, but it also contributes to less pressure on employees to travel and improves productivity.

#### Car Fleet

[EN16]

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. Thanks to the efforts by our workforce, the average of pollution per kilometer has decreased from 145g CO<sub>2</sub>/km (2009) to 126g CO<sub>2</sub>/km (2012).

In addition, to further reduce the carbon emissions produced from travelling, in 2012, Atos developed a new service for employees: an electric car fleet powered by renewable electricity (see case study). These innovative cars are designed for business travel. This project is being trialed at the Atos Headquarters (Bezons, France) and is due to be gradually rolled out to the main locations of the company.

#### Waste Management

Atos pays particular attention to Waste of Electrical and Electronic Equipment (WEEE) as this is potentially hazardous. Indeed, these wastes have a high ecological footprint due to the large amounts of water, metals, and

energy used during the design, manufacture, transport, usage and the recycling of components. The Atos Global Waste Management Policy states that all wastes have to be managed in full compliance with regulation. In this respect, the global 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 to the health and safety of communities.

To ensure the waste chain is correctly managed, Atos requests its vendors to sign the Sustainable Supplier Charter specifying any environmental constraints to comply with. As an increasing part of the IT equipment is leased, in the near future, suppliers will be requested to provide evidence about the end of lifecycle of the IT equipment used by Atos. The objective is twofold: to secure the supply chain in the entire lifecycle, and to ensure any impacts on environment are minimized.

#### Towards our Ambition Zero Carbon

Data from our carbon footprint measurement in 2012 revealed that Atos' main carbon emissions derive from the following sources in these proportions: 37% datacenters, 28% offices and 35% travel. Demand for our



“ MyCar also brings many business benefits, helping us to reduce our travel costs and, importantly, our carbon footprint, as well as increase the visibility of our brand on the streets of Paris. ”

**Thierry Breton**, Atos Chairman and CEO

datacenter services is booming as the use of information and communication technologies (ICT) by all sectors of the economy is dramatically growing.

This continual increasing demand for electricity to power IT and cooling equipment has a significant impact on the environment. The ICT industry accounts for approximately 4% of the global carbon dioxide (CO<sub>2</sub>) emissions, datacenter consumption contributing partly to this situation.

Atos is the European leader in outsourcing and Managed Services. The company has 90 multi-customer datacenters in 31 countries.

To tackle the carbon footprint of this activity, several initiatives have been designed to reduce the energy consumption (in volume), and the carbon emissions (also linked to the type of energy supplied).

The company measures and monitors the Power Usage Effectiveness (PUE) of all its units. This metric is used to measure the energy efficiency of datacenter facilities. The average PUE in our datacenters was 1.80 in 2012 (1.85 in 2011). The objective is to reach the target average of 1.65 in 2014.

This improvement reflects the ongoing efforts being made to improve the performance of our hosting services. However, it is necessary

to specify that the readability of this indicator requires integrating other factors, such as the IT load and age of the IT infrastructure. Clearly, on an individual basis, some of our datacenters have a much higher performance, as is the case, for example, of our datacenter in Finland where the PUE is approximately 1.2.

Indeed, Atos is investing in highly eco-efficient datacenters in Finland. These latest generations of datacenter utilize eco-efficient cooling, and the extra heat created by its servers is transferred to the district heating network to provide heat and warm water for apartments in the city. When we consider that up to 80% of datacenter lifecycle costs are energy-related, this kind of project is fundamental to move towards a decarbonized world.

In relation to our entire datacenter operations, by the end of 2012, 22 datacenters had been carbon audited, more than 60% of Atos datacenter operations were sourced by decarbonized energies (the objective is to reach 100% of our datacenter operations by 2015), and all hosting activities are carbon neutral as Atos finances a wind project to offset 100% of carbon emissions from its datacenters relying on electricity consumption.

In relation to Atos offices, Atos is expanding the concept of the Smart Campus which includes an infrastructure solution contributing

to the optimization of the energy management. The roll out of the ISO 14001 certification increases consideration of environmental impacts and is integrated into the development strategy of the company.

Its implementation in our main sites should contribute to reducing the carbon footprint of Atos. As far as travel is concerned, the Smart Travel policy, technological solutions supporting remote collaboration (Unified Communications, enterprise social networking, collaborative spaces, etc.) as well as the promotion of teleworking should help to reduce the amount of CO<sub>2</sub> due to travel in the years to come.



# Sustainable solutions

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# Rising to the challenges of enterprise sustainability

**For Atos, acting in a sustainable and responsible manner does not stop at transforming our own strategy,** organization, operations and processes. We also strive to offer our clients a wide array of sustainable solutions so that they too can become Firms of the Future.

► **Atos' Consulting Services and IT solutions** help our clients' business models evolve towards becoming sustainable Firms of the Future.

IT solutions can play a vital role in addressing environmental and social challenges. Atos' portfolio is designed to meet key challenges faced by companies: optimization of resource usage, pollution reduction, operational performance monitoring, tracking of regulatory compliance, developing social wellbeing - all at the same time as optimizing profitability.

In 2012, we promoted the benefits of our portfolio of sustainable solutions with our clients. We are continuously expanding and enriching our portfolio of sustainable offerings, with new and innovative solutions, designed in line with the recommendations of Atos' Scientific Community and in line with the expectations from the market.

Examples of new offerings launched during 2012 include Low Emission Zones, Water Services and Waste Management, Smart Campus and Zero email™.

## **Atos solutions to client sustainability challenges**

Atos' Consulting Services and IT solutions help our clients' business models evolve towards becoming sustainable Firms of the Future.

## **Helping our clients to make their IT infrastructure greener**

► **Green IT infrastructure:** We assess the amount of energy consumed by a client's current IT infrastructure by running scans of energy and cooling, the IT infrastructure, application portfolio and desktop (storage, virtualization, application rationalization, new working environment, etc.)

► **Ambition Zero Carbon:** A carbon audit in the datacenters is undertaken to identify, quantify and abate the main sources of carbon. The tool developed follows the methodology of the Greenhouse Gas Protocol. The corrective action plan is designed to calculate the return on investment (savings and energy/carbon reduction) and estimate the investment required.

► **Datacenter Infrastructure Management (DCIM):** This solution leverages real-time datacenter information to achieve greater energy and capacity efficiency. Siemens and Atos combine their expertise to offer systems automation, power integration, control and monitoring. ...



### Atos' portfolio of sustainable solutions

► Solutions to make **IT infrastructure greener**, including Ambition Zero Carbon, Green IT and **Datacenter Infrastructure Management**.

► Solutions to **optimize sustainable operational excellence**, including Intelligent Sustainability, Compliance, Energy Management, Water Services and Waste Management, Health, Safety and Environment, Product Lifecycle Management and Environmental Risk Management.

► **Smart citizenship** solutions to address the new challenges for our society, such as Smart Campus, Zero email™, MyCity and Smart Mobility.

...

#### Supporting our clients to optimize sustainable operational excellence

► **Intelligent Sustainability:** The reporting and performance management aspect of this solution focuses on embedding a rigorous data management process. This includes analytical tools that drive sustainable performance (financial and non-financial) throughout the organization. Scenario-planning tools are integral to support and develop the organization's carbon management and wider sustainability strategy, and model the outcome of the proposed initiatives. This enables predictions and planning for future changes to become core within the decision-making process of the business units that drive the sustainability initiatives in line with their operational plans. The outcome of the analysis can be reported in dashboards tailored to client and stakeholder requirements. The offering is based on the SuPM solutions developed by SAP.

► **Compliance:** Compliance management service and software solutions to enable organizations to create a set of internal controls facilitating operational transparency and ensuring regulatory compliance (for example, with SOX or REACH), organizational compliance (such as governance codes of practice), and commercial compliance such as contracts or Service Level Agreements.

#### ► Smart Energy management:

Atos provides a range of offerings delivering sophisticated integration projects and real-time Smart Energy solutions across the power, water, and oil & gas value chains (such as building management systems, metering and sub-metering technologies, or the energy/climate 'dashboard' comprising electricity, gas, heat and water management).

#### ► Cloud-based Low Emission Zone

**Solution:** Together with Siemens, Atos has developed a scalable, highly secure and cost effective system to help cities, towns and governments manage and reduce traffic pollution and increase energy efficiency in designated geographical areas of a city from which the most polluting vehicles are excluded.

The Atos-Siemens solution provides an effective tool for meeting local, national and international air quality and climate change commitments and can easily be adapted to a city's needs.

#### ► Water services and waste management:

We can establish a control system for drinking water consumption, transport and storage, as well as systems for waste collection management and e-waste, and water process full automation.

#### ► Environment, Health & Safety (EH&S):

This solution addresses incident management, environmental management, product safety procedure & handling, dangerous goods inventory & handling. Whether it is work instructions to factory workers, first-aid advice in case of emergencies, or automated interfaces with SAP EH&S modules to report incidents, all are available on employees' smartphones and tablets.

#### ► Product Lifecycle Management:

We provide the management of product data and lifecycle processes, from first idea, through design and manufacturing until end of life.

#### ► Risk management:

Our Information Security and Risk Management (ISRM) portfolio focuses on business risks analysis, Cloud security assessments, cyber threat assessments, identity and access management, Security (maturity) assessment, and Security solutions.

#### Smart ways to work

► **Smart Campus:** We design the new working environment, combining forward-looking workplace concepts and digital and collaborative technologies to meet our clients' challenges of profitability, flexibility, sustainability and attractiveness. ...

## Case study

# The Global Sustainability Conference 2012



**Each year, the International Forum for Sustainable Development gathers decision-makers and opinion leaders who are committed to creating change towards a sustainable society. As an official partner of this international think tank, Atos shares its best practice, innovative solutions and analysis of future trends with a variety of stakeholders, from 70 countries.**

The theme for the 2012 Global Conference, which was held in Evian, France, was 'Age of co-construction or triumph of the competition?' Atos gave presentations on 'Revolutions at Work' and 'Low Carbon economy:

collaborative economy?' and hosted the plenary session 'Co-construction or competition: what evolution of economic models?'

**Philippe Mareine, Executive Vice President and General Secretary at Atos, who is in charge of Corporate and Social Responsibility, said:**

"We are very proud to be the official partner of the Global Conference organized by the Planet Workshops organization and have the opportunity to listen to new trends and to share our visions with other experts. It's an ideal gathering to reveal our commitments and achievements in sustainability. Many of our solutions contribute to

our commitments such as Cloud Computing services, our Ambition Zero Carbon program, and our Zero email™ initiative. Our clients are looking for ways to innovate and to improve their environmental and social performance while reducing their costs. The solutions developed by Atos are clearly supporting these objectives."

**Panel discussion at the Global Sustainability Conference in Evian in 2012.**



Members of the Atos Scientific community in the Business Technology & Innovation Center.

► **Atos provides thought leadership through its joint work with leading universities**, think tanks, regulators, industrial analysts, investors and business partners, and these partnerships can also lead to the development of sustainable solutions.

...

► **Zero email™**: We help our clients revolutionize their communication and collaboration processes. This offering addresses the challenges organizations face as the result of the continuous explosion of data, and proposes a smarter way to work using alternative tools to standard emails, including social enterprise collaboration platforms.

► **MyCity**: improve citizens' interaction with their city using digital spaces and technologies to enhance their life in the city (transport, healthcare, education, safety & security, building management, city administration, and waste management).

► **Smart Mobility**: We provide mobile applications solutions as well as context-driven mobility services for a wide range of markets.

### Partnerships and alliances

In the field of sustainability, Atos is always looking to strengthen its portfolio and to maximize the impact of its sustainability actions by actively seeking and engaging in long-term partnerships and alliances with best-in-class players. Atos provides thought leadership through its joint work with leading universities, think tanks (such as Planet Workshops and Green Grid), regulators, industrial analysts,

► **In the field of sustainability, Atos is always looking to strengthen its portfolio** and to maximize the impact of its sustainability actions by actively seeking and engaging in long-term partnerships and alliances with best-in-class players.

investors and business partners, and these partnerships can also lead to the development of sustainable solutions.

**Many of the solutions in our Sustainability and Sustainable Enterprise portfolios involve long-term partnerships with the following companies:**

#### Siemens

Atos cooperates with Siemens on a variety of levels and projects. In 2011 we formed a unique co-innovation partnership with Siemens, a world leader in execution systems for operational excellence and sustainable business. This partnership ensures Atos provides world-leading expertise in sustainable business solutions so that our clients can transform into Firms of the Future. Atos cooperates with Siemens Building Technology and Infrastructure, regularly discussing innovations, products and services (for example, Energy Management) as well as customer opportunities. Together, Atos and Siemens cooperate and finance the development of a Product Lifecycle Management application. Part of this development is PLM4Sustainability - an efficient way to embed sustainability issues into the design and development process. Following investment in research and development, in 2012 Atos and Siemens trialed its Cloud-based Low Emission Zone solution to address air quality in Glasgow. ...

## Case study

# Partnering with SAP

## for sustainability



**Business Technologists at Atos are continuously working to develop a range of sustainable solutions for the business challenges of today and tomorrow.**

In December 2012, Atos announced its cooperation with SAP to help customers achieve their sustainability goals, operational excellence, profitable growth as well as business continuity. "Implementing strategies for more sustainable operations is of growing importance to us all, and SAP, through cooperation with our partner ecosystem, is committed to helping customers achieve these operational and sustainability goals," said Scott Bolick, Vice President, Solution Management, Energy and Sustainability Solutions, SAP.

The partnership will mean that Atos can leverage SAP® solutions for sustainability to

help customers achieve their sustainability goals.

Atos will work closely with SAP to provide customers with cutting-edge expertise in the area of sustainability and IT, relying on both Atos' recognized leadership in sustainability and SAP® solutions for sustainability solutions. Atos plans to work with SAP in emerging markets, as well in more established markets to deliver sustainability solutions including environment, health, and safety management; compliance; sustainability reporting; and energy management.

### SAP and Canopy

**Both companies will work together to deliver SAP® solutions for sustainability on the Canopy Cloud platform operated by Atos.**

The SAP Sustainable Performance Management solution will

be offered from Canopy and its Cloud Mobile Enterprise Application Platform-as-a-service is based on SAP mobile technology.

As global partner of SAP, Atos offers a quick-start solution for the SAP Sustainability Performance Management analytic application, helping customers better manage their own sustainability programs with improved visibility, tracking and reporting against objectives. Atos also offers SAP solutions to help companies assess and mitigate their carbon impact and reduce environmental, health and safety risks.

**An Atos delegation receiving the SAP Pinnacle Award 2012 as Sustainability Partner of the Year. From left to right: Eric Duffaut, SAP, President, SAP Ecosystem & Channels; Francis Meston, Atos, EVP Head of System Integration; Paul Bray, Atos, SVP Head of SI-SAP; Vishal Sikka, SAP, member of Executive Board of SAP AG, Head of Technology and Innovation; Peter Graf, SAP, Chief Sustainability Officer and Executive Vice President of Sustainability Solutions at SAP.**



# 41.8

million euros revenue  
in Social & Wellbeing  
solutions

The eco-efficient datacenter in Helsinki, Finland, is the most energy efficient datacenter and serves European customers. The green datacenter utilizes eco-efficient cooling provided by Helsingin Energia, and the extra heat created by its servers is 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.

...

Another one of the achievements of the partnership in 2012 is related to the Low Emission Zone offer, for the City of Glasgow. The City of Glasgow, Scotland, is testing the effectiveness of camera technology to implement a Low Emission Zone, as part of a range of measures aimed at reducing air pollution in the city. The project, jointly delivered by Atos and Siemens in 2012, consists of Automated Number Plate Recognition (ANPR) cameras and pollution monitoring kits installed in the City, and traffic management software hosted in the Cloud.

Siemens implemented the cameras and provided traffic management software, and Atos brings its expertise in integrating and operating the hosted solution. The Atos-Siemens strategic Global Alliance is funding the research and development of this solution, aimed at helping cities throughout the world to take control of air quality with innovative camera technology and IT software delivered as a service (SaaS).

Atos and Siemens bring a unique combination of best-in-class technology expertise, excellence in development, deployment and support, to help cities like Glasgow address environmental challenges. The Energy Trading & Risk Management offering, developed jointly by Atos and Siemens, is a tool that combines energy trading with asset optimization, enabling

clients to optimize their asset portfolio and perform efficient and transparent energy trading with only one tool. This solution is especially interesting to companies who own a large and diversified asset portfolio in the Energy & Utilities Sector.

#### SAP

Atos announced on December 19<sup>th</sup> 2012 it will work closely with SAP AG to provide Atos' customers with cutting-edge expertise in the area of sustainability and IT, relying on Atos' recognized leadership in sustainability and SAP® solutions for sustainability solutions.

#### AOS Studley

The Smart Campus offering provided by Atos working together with AOS Studley helps clients to align their real estate strategy, working environment and technology aspirations with their business vision.

The partnership between Atos and AOS Studley brings together exceptional expertise in the design and management of digital and physical working environments. Working together, we can help public and private sector organizations develop innovative approaches to the space they occupy with a results-oriented solution - always supported by a solid and quantifiable business case.

#### Bolloré

Atos has jointly developed and launched with the Bolloré Group a fleet of electric cars, powered by solar panels, for use by Atos Business Technologists in and around the Paris region. Key functions in these vehicles includes internet connection and integrated intelligent energy management. It is expected that the MyCar initiative will be extended to other Atos locations.

#### Weave-air

For more than four years now, Weave-air (formerly known as O2 France) has been supporting Atos in its bid to reduce its carbon footprint at its datacenters. The close partnership has worked together on carbon audits and carbon reduction plans covering up to 20 datacenters.

## Case study

# Inspiring technology for the Paralympic Movement



“ Without the service Atos provides there would be no Paralympic Games. Our long standing relationships with them goes from strength to strength and thanks to their involvement with our new website we see awareness of the Paralympic Movement growing by the day. ”

**Sir Philip Craven,**  
President of the International  
Paralympic Committee

**The London 2012 Paralympic Games were record breaking on many levels with more athletes and countries taking part than any other Games.**

The profile of the Games grew to new levels with many athletes becoming household names. In terms of tickets sold and TV viewers the Paralympic Games is now the world's third biggest sporting event behind the Olympic Games and FIFA World Cup.

Atos, Worldwide IT Partner of the International Paralympic Committee (IPC) until 2016, is responsible for leading the consortium of technology partners to design, build and operate the massive, mission critical IT infrastructure and solutions that support the Paralympic Games.

For London 2012, Atos also introduced a new Sports Media Application in Real Time (SMART) Player, the first of its kind and revolutionized online streaming for the IPC website. It integrated live footage, results and social media in a single unified and synchronized view.

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 sports. It was launched in February 2012 and saw visitor numbers increase by 489 percent on 2011.

At the same time, we carefully analyzed the operational IT processes to improve communication of the delivery of IT for the Games, by reducing the amount of internal email sent amongst the team.

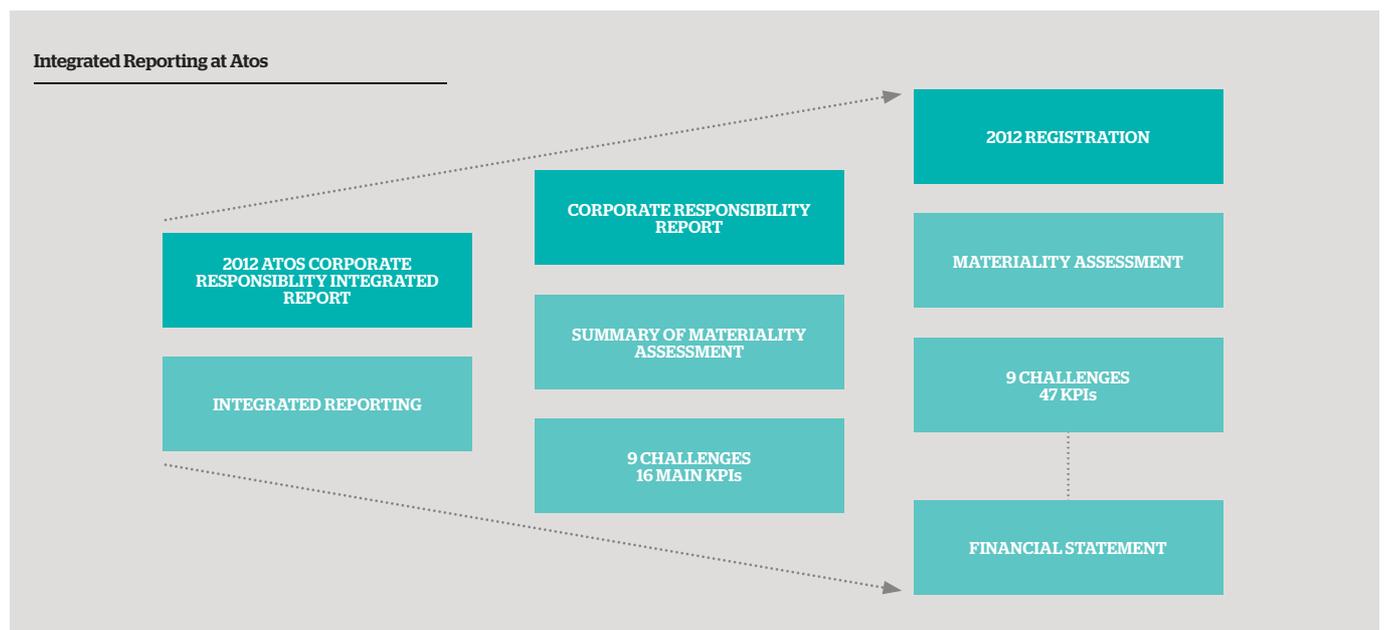
This development is particularly important for our team at the Games: reducing email usage is crucial as social network use continues to grow at a rapid rate.

In 2012, we reached a milestone, as our first IT processes: SIEM (Security Information & Event Management) for the Games was Zero email certified. The process used to monitor IT security for the Games is now completely email free. During Games time, the technology team used collaboration tools instead of email to manage, monitor and share information about the main critical processes including incident management, service requests and change management.

This means the team had greater transparency and issues were dealt with more quickly. There is more to sustainability than pure technology. In all Games where we have been the IT partner we are able to provide students the opportunity to gain valuable experience by being part of our delivery team. In London for example we gave close to 100 students and their respective universities valuable experience for their future.

# Scope of the report

**Atos applies the AA1000 standard and the GRI 'Guidance on Defining Report Content'** following the Principles of Materiality, Stakeholder Inclusiveness, Sustainability Context and Completeness to develop its annual Corporate Responsibility Report. For the first time in 2012, Atos has developed a Corporate Responsibility Integrated Report composed of two documents: the Corporate Responsibility Report and the Registration Document. Detailed Materiality Assessment and the GRI Content Index are included in the Registration Document.



# Auditor's Assurance Letter

## Limited assurance report of the Statutory Auditors

on a selection of social, environmental and other sustainable development information.

**This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.**

Pursuant to your request and in our capacity as Statutory Auditors of Atos, we hereby present you with our limited assurance report on a selection of social, environmental and other sustainable development information disclosed in the Corporate Responsibility Report, identified by the sign (✓).

### Responsibility of the company

This selection of indicators (the "Indicators") has been prepared under the responsibility of the Corporate Responsibility Department in conjunction with the Human Resources Department, in accordance with internal protocols for measuring and reporting used by the Atos Group (the "Reporting Criteria") at the company's Headquarters. The Atos Group takes into account the GRI (Global Reporting Initiative) guidelines and the AA1000 APS (2008) standard in order to identify the main issues of corporate responsibility and select the indicators (KPIs "Key Performance Indicators") used to manage these issues and to communicate the performance of the Group externally.

### Independence and quality control

Our independence is defined by regulatory texts; the profession's Code of Ethics as well as by the provisions set forth in Article L. 822-11 of the French Commercial Code. The profession's Code of Ethics assures our independence under the criteria required by the AA1000 AS (2008). Furthermore, we have set up a quality control system that includes the documented policies and procedures that aim to ensure compliance with rules of ethics, professional standards and the applicable legal texts and regulations.

### Responsibility of the Statutory Auditor

Based on our work, it is our responsibility to express limited assurance on the fact that some information selected by the Atos Group and identified by the sign (✓) are presented, fairly, in all material aspects, in accordance with the Reporting Criteria. To assist us in conducting our work, we referred to the corporate responsibility experts of our Firm.

### Nature and scope of procedures

We conducted our procedures in accordance with ISAE 3000 (International Standard on Assurance Engagements) and AA1000 AS (2008) as well as the professional guidelines applicable in France.

We have carried out the following work to obtain limited assurance on the fact that the Information selected by the Atos Group and identified by the sign (✓) does not contain any material anomalies that would call into question its fairness, in all material aspects, in accordance with the Reporting Criteria. A higher level of assurance would have required more extensive work.

We performed the following procedures:

- ▶ We assessed the appropriateness of the Reporting Criteria with respect to its relevance, completeness, neutrality, clarity and reliability, by taking into consideration, when relevant, the sector's best practices;
- ▶ We have verified the set-up within the Atos Group of a process to collect, to compile, to process and check the selected information with regard to its completeness and consistency of the selected information. We have familiarized ourselves with the internal control and risk management procedures relating to the compilation of the information. We have conducted interviews with individuals responsible for social, environmental and other sustainable development reporting.

▶ Concerning the selected quantitative information<sup>1</sup>:

\_For the consolidating entity and controlled entities, we have set up analytical procedures and verified, using sampling techniques, the calculations as well as the consolidation of this information;

\_At the sites that we have selected<sup>2</sup> based on their activity, their contribution to consolidated indicators, their location and a risk analysis, we have:

\_Conducted interviews to verify the proper application of procedures and obtained information to perform our verifications;  
\_Conducted substantive tests, using sampling techniques, to verify the calculations performed and reconcile data with supporting evidence.

The contribution of the tested entities over the selected Information by Atos Group represents on average 59% for environmental information and 85% for social and other sustainable development information.

### Conclusion

On the basis of our work, we did not identify any material anomaly likely to call into question the fact that the information selected by Atos Group and identified by the sign (✓) has been presented fairly, in all material aspects, in accordance with the Reporting Criteria.

<sup>1</sup>. EN7 - Initiatives to reduce energy consumption in business travel, EN16 Direct / Indirect greenhouse gas emission (DCs & Offices), EN28 - Compliance with environmental laws and regulations (ISO 14001), LA7 - Absenteeism rate, LA10 - Average training hours per employee, LA12 - Career development monitoring, HR2 - Supplier screening, SO3 - Employees trained in Code of Ethics, PR5 - Customer satisfaction survey, AO2 - Employee Satisfaction, AO3 - Data Security Incidents, AO4 - Cloud computing Services - Global Key Offering, AO5 - Health, education, energy and transport solutions, AO6 - Workforce diversity ratios, AO9 - Smart working conditions.  
<sup>2</sup>. "GBU Germany", "India", "Global HR", "Global Factory", "Global Finance", "Global IT", "Global Purchasing".

Neuilly-sur-Seine (France), April 2<sup>nd</sup> 2013  
The Statutory Auditors  
DELOITTE & ASSOCIES  
Christophe Patrier, Eric Dugelay

# Countries

## & main locations

### Atos Global Headquarters

River Ouest  
80, quai Voltaire  
95 877 Bezons Cedex  
Tel.: +33 1 73 26 00 00

### Argentina

C1430CRG  
Cnel. Manuel Arias 3751, 18th Floor  
Cdad. Aut. de Buenos Aires  
Tel.: +54 11 6315 -8800

### Australia

Macquarie Park NSW 2113  
160 Herring Road  
Sydney  
Tel.: +61 2 9886 4100

### Austria

Siemensstrasse 92  
A-1210 Vienna  
Tel.: +43 (0)51707-0

### Belgium

Da Vincilaan 5  
B-1935 Zaventem  
Tel.: +32 2 690 28 00

### Atos Worldline

Chaussée de Haecht 1442  
Haachtsesteenweg  
1130 Brussels  
Tel.: +32(0)2 727 61 11

### Brazil

Rua Werner Siemens, 111  
05069-900 - São Paulo - SP  
Tel.: +55 11 3550 2000

### Bulgaria

Serdika Offices  
48, Sitnyakovo Blvd.  
1505 Sofia  
Tel.: +359 2 402 23 00

### Canada

6375 Shawson Drive  
Mississauga, ON  
CA L5T 1S7  
Tel.: (905) 819 5761

### Chile

Av. Providencia 1760 - Piso 17  
Oficina 1702  
7500498 Santiago de Chile  
Tel.: +56 (2) 477 1313

### China

Building B  
No.7, Wangjing ZhongHuan Nanlu,  
Chaoyang District  
Beijing 100102  
Tel.: +86 10 69115888

### Colombia

Autopista Norte N° 108-27, Of. 1505 Torre 2  
Edificio Paralelo  
Bogota  
Tel.: +57 1 519 0233

### Croatia

Heinzlova 69  
10000 Zagreb  
Tel.: +385 (0)1 2867000

### Czech Republic

Doudlebska 1699/5  
140 00 Prague  
Tel.: +420 233 034 211

### Denmark

Dybendalsvaenget 3  
2630 Tastrup  
Tel.: +45 4331 1400

### Finland

Majurinkatu 6  
02601 Espoo  
Tel.: +358 10 511 5300

### France

**Atos Worldline**  
River Ouest  
80, quai Voltaire  
95 877 Bezons Cedex  
Tel.: +33 1 34 34 95 95

### Atos Worldgrid

28 rue Gustave Eiffel  
38027 Grenoble Cedex 1  
Tel.: +33 4 38 12 50 00

### Atos Consulting & Technology Services

River Ouest  
80, quai Voltaire  
95 877 Bezons Cedex  
Tel.: +33 1 73 26 00 00

### Germany

Otto-Hahn-Ring 6  
D-81379 München  
Tel.: +49 211 399 0

Luxemburger Str. 3  
D-45131 Essen  
Tel.: +49 201 4305 9095

### Atos Worldline

Hahnstraße 25  
D-60528 Frankfurt/Main  
Tel.: +49 69 66 57 10

### Atos Consulting & Technology Services

Bruchstr. 5  
D-45883 Gelsenkirchen  
Tel.: +49 209 9456-7555

### Hong Kong

Unit 3B & 05-01, 18/F Exchange Tower  
33 Wang Chiu Road  
Kowloon Bay, Kowloon  
Tel.: +852 2886.5293

### India

Prism Towers, "A" wing, 6th Floor,  
Mindspace Ob Link Road,  
Goregaon West  
Mumbai, 400 062  
Tel.: +91 22 66 45 25 00

### Atos Worldline

701, Interface 11  
Malad (W)  
Mumbai, 400 064  
Tel.: +91 22 40 42 40 00

### Indonesia

Wisma Keiai Prince, #1707  
Jl. Jend. Sudirman Kav.3  
Jakarta 10220  
Tel.: +62 21 572.4373

### Ireland

Fitzwilliam Court  
Leeson Close  
Dublin 2  
Tel.: +353 (1) 216 2000

### Italy

Via Vipiteno, 4  
20128 Milano  
Tel.: +39 02 2431

### Japan

Level 20, Shinjuku Park Tower  
3-7-1 Nishi-Shinjuku, Shinjuku-ku  
Tokyo 163-1020  
Tel.: +81 3 3344.6631

### Luxembourg

Rue Nicolas Bové 2a  
L-1253 Luxembourg  
Tel.: +352 31 36 37 1

### Malaysia

1st Floor, 2310 Century Square  
Jalan Usahawan  
63000 Cyberjaya - Selangor  
Tel.: +60 3 2084.5418

### Mexico

Corporativo Santa Fe  
Av. Santa Fe No. 505 piso 9  
Col. Santa Cruz Manca Santa Fe  
Deleg. Cuajimalpa de Morelos  
05349, Mexico .D.F.  
Tel.: +52 55 5081 4600

### Morocco

Casablanca Nearshore Park - Shore 7  
1100, boulevard El Qods - Quartier Sidi, Maârouf  
Casablanca  
Tel.: +212 (0)5 29 04 45 29

**Philippines**

23/F Cyber One Building  
11 Eastwood Ave., Bagumbayan, Quezon City  
Philippines 1110  
Tel.: +63 2 982 9600

**Poland**

Ul. Postępu 18  
02-676 Warsaw  
Tel.: +48 22 444 6500

**Portugal**

Edifício Europa  
Av. José Malhoa, 16, 7.º andar B2  
1070-159 Lisboa  
Tel.: + (351) 21 097 14 00

**Qatar**

3rd Floor, QFIB Building, Al Sadd Area, Zone #38,  
Building no. 89858, P.O.Box. 202378, extrn 1223  
Suhaim Bin Hamad Street  
Doha  
Tel.: +974 444 78183

**Romania**

Strada Preciziei, nr. 24, Corp H3  
Bucharest 062204  
Tel.: +40 (21) 3058603

**Russia**

1st Kozhevnichecky per., 6/1  
115114 Moscow  
Tel.: +7 495 7372599

**Saudi Arabia**

Olayan H.O  
Tower B, 1st level  
Al Malaz Area,  
P.O.Box. 8772, extrn: 1540  
Al Ehssa Street  
Riyadh 11492, Kingdom of Saudi Arabia  
Tel.: +966 14749000

**Serbia**

Pariske komune 22  
11070 Belgrade  
Tel.: +381 11 3012200

**Singapore**

620A Toa Payoh Lorong 1  
TP4 Building Level 5  
Singapore 319762  
Tel.: +65 6496 3888

**Slovakia**

Einsteinova 11  
851 01 Bratislava  
Tel.: +421 2 68526801

**South Africa**

Woodlands Office Park, Ground Floor, Building 32  
Woodlands Drive, Woodmead  
Johannesburg  
Tel.: +27 87 310 2867

**Spain**

Albarracín, 25  
28037 Madrid  
Tel.: +34 91 440 8800

**Atos Consulting & Technology Services**

Albasanz 16, 4ª planta  
28037 Madrid  
Tel.: +34 91 214 9500

**Sweden**

Johanneslundsvägen 12-14  
19487 Upplands Väsby  
Tel.: +46 87306500

**Switzerland**

Freilagerstrasse 28  
8047 Zürich  
Tel.: +41 58 702 11 11

**Taiwan**

5F No.100, Sec 3  
Min Sheng East Road  
Taipei 10596  
Tel.: +886 2 2514.2500

**Thailand**

Charn Issara Tower II, 36th Floor  
2922/339, New Petchaburi Road  
10310 Bangkok  
Tel.: +66 (0) 2787-9000

**The Netherlands**

Papendorpseweg 93  
3528 BJ Utrecht  
Tel.: +31 (0) 88 265 5555

**Atos Consulting & Technology Services**

Papendorpseweg 93  
3528 BJ Utrecht  
Tel.: +31 (0) 88 265 5555

**Turkey**

Yakacik Cad. No:111  
43870 Kartal  
Istanbul  
Tel.: +90 216 459 20 10

**United Arab Emirates**

Level 2, Building 2, The Galleries  
Downtown Jebel Ali  
Dubai  
Tel.: +971 4 4402300

**United Kingdom**

4 Triton Square  
Regent's Place  
London NW1 3HG  
Tel.: +44 20 7830 4444

**USA**

101 Merritt 7  
Norwalk, CT 06851 – North America  
Tel.: +203 642 2300

# Contacts

For further information or questions related to Atos' Sustainability program, please contact: [sustainability@atos.net](mailto:sustainability@atos.net)

## Head of Corporate Responsibility

**Philippe Mareine,**  
Executive Vice President  
and Group General Secretary

## Corporate Responsibility & Sustainability Office

**Pilar Barea,**  
Corporate Global program Leader

**Marianne Hewlett,**  
Corporate Wellbeing@work /  
Stakeholders Dialogue

**Sophie Chambon,**  
Corporate Environmental Commitment /  
Business Development

**Sven Oudkerk,**  
Global Markets Sustainability  
Global Key Offering

**Audrey Morin,**  
Corporate Legal and Compliance

**Sophie Roche,**  
Corporate Social Responsibility

**Claire Decroq,**  
Corporate Global Communications

**Jeff Chater,**  
UK Carbon Reporting

**Andreas Koeller,**  
Germany ISO 14001 Certifications

**Murli Menon,**  
India Sustainability Training

**Joost Van Rooy,**  
Benelux

**Connie Chua,**  
APAC

**Mark Dishon,**  
USA

**Andrea Woloch,**  
CEE

**Minas Paliatsaras,**  
N/WSE

**Andreza Cassettari,**  
South America

**Jean-Francois Rodriguez,**  
Atos Worldline

**Llorenç Aguila De-La-Morena,**  
Atos Worldgrid

## Corporate Responsibility Report Data Collection & Assurance

**Eva Carro Solana,**  
Global Data Consolidation

**Vincent Loiseau,**  
Global Human Resources

**Elodie Roux,**  
Global Procurement

**Joop Overeem,**  
Global Factory

**Jerome Mierzwinski,**  
Global Finance

**Paul Bayle,**  
Global Security

**Pierre Gros,**  
Global Safety

**Eric Martos,**  
Wellbeing@work / Great Place to Work

**Kaan Turan,**  
Wellbeing@work Smart Campus

**Luc Barbier,**  
Global Innovation

**Patrick Frinault,**  
Quality and Customer Satisfaction

**Florian Zenker,**  
Global Marketing

**Ralf Van Houtem,**  
Global IT

**Leon Emmen,**  
The Netherlands  
Program Manager Production CRR2012

524 employees globally contributed to reaching our 2012 sustainability performance goals worldwide by collecting and interpreting all KPI-relevant data. Their dedication is crucial to transform Atos into a sustainable Firm of the Future.

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## Statement GRI Application Level Check

GRI hereby states that **ATOS** has presented its report "Corporate Responsibility Integrated Report" 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. For methodology, see [www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf](http://www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf)

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

Amsterdam, 15 March 2013

A handwritten signature in blue ink, appearing to read "Nelmara Arbex", is written over a large, faint watermark of the GRI logo in the background.

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)*

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