



A progressive employer

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Atos approaches the management of its Human Resources

through a single global policy that is applied consistently throughout the entire Atos Group. This policy is supported by a single set of carefully designed Human Resources tools designed specifically to implement our policy so that all employees feel that they play a valued role in the Atos Group.

The Atos People value chain ensures that the right people with the right skills are in the right place at the right time. At Atos, we achieve this through a well-coordinated and optimized use of recruitment, performance management, learning and development, mobility and succession programs and tools, orchestrated by workforce planning.

53,863

Number of eLearning users in 2013
(19.4% more than 2012) [LA10]

141

Number of nationalities
within Atos [AO6]

5,100

Communities in blueKiwi
(Atos enterprise social network)
[AO11]



Our people-centered business

Attracting, developing and rewarding talented people is at the heart of our business success. They, and the relationships that they build with clients and partners, drive innovation and growth.

For Atos, recruitment of talented people is treated as a high priority for our business, and our focus is to continue to deliver innovation so that we can carry on attracting the best talents in the market.

In 2013, our Tier 1 University international internship program offered a wider selection of opportunities to students looking to develop their skills with us. Our global job board framework was also expanded to incorporate all regions, increasing our ways of attracting the right people and reducing costs. A new internal talent recruitment process will continue to be a priority for 2014. In 2013, 11,138 new employees entered Atos Group [EC7] where 28% were females [LA2]. During 2013, we developed a strategic plan so that the recruitment function is effectively integrated to work in partnership with our other Human Resources functions, and this approach is due to be rolled out globally in 2014.

Investing in our talent

Our annual Group Talent review identifies top performers with high potential for growth or with business critical expertise so that if selected for key positions, an individual development plan can be tailored for their future career. Atos' Group Talents development programs help top performers become best in class in their roles and grow their careers at a fast pace. Each of these programs is directly sponsored by an Executive Committee member to ensure a strong link between Talent development and business strategies. The Juniors Group mission is to develop the best individual potential of its 40 members through a combination of personal development sessions, networking opportunities with top management and international colleagues, as well as real work on innovative projects that contribute to Atos'

global business performance. Nominated by Atos Executive Committee every year, 80 members of the Group Talents are invited to take part in the prestigious GOLD (Global Organizational Leadership Development) for Managers program. In cooperation with HEC Paris (ranked #1 Worldwide in Executive Education by the Financial Times in 2013), the GOLD for Managers program aims to develop the future leaders of the company and create ambassadors for the company's values. The program won the Excellence in Practice award by the European Foundation for Management Development (EFMD) in 2013. The GOLD for Experts program was launched in 2013 in cooperation with the Institute for Manufacturing Education and Consultancy Services of Cambridge University and the Department for Computer Science of Paderborn University. Its goal is to equip Atos Talents with expert profiles, and with a best in class capability to define and implement innovative end to end solutions for customers, helping them gain competitive advantage. Training remains a core foundation to ensure the Atos workforce is well equipped to adapt to future technology and business challenges. Atos' global Learning & Development program and the Atos University have created a vast catalogue with more than 6,000 online courses freely available to all Atos employees. In addition, in 2013 Atos employees were trained in key corporate responsibility policies such as Customer Satisfaction, Security & Safety, Code of Ethics, and Data Protection. Sales staff received dedicated training resulting in 3,157 sales people passing a multi-level certification program.

6,000
e-learning modules available to all employees

76%
People participated in the Group Security training in 2013 [AO3]

The award-winning GOLD program co-created by Atos and HEC Paris

Interview / Christine Baldy Ngayo (Key Account Development Director - former GOLD program Manager, HEC Paris), **Corey Phelps** (Academic Director, HEC Paris), **Ann Dushane** (GOLD program Manager, HEC Paris) and **Valérie Caillaud** (Talent Manager, Atos Group)

What do you believe were the key differentiators for the European Foundation for Management Development's decision to bestow Atos and HEC Paris with the Excellence in Practice award for the Gold Program?

Corey Phelps, HEC: The GOLD program has been designed to deliver real business impact. The program is integrated into Atos' talent development strategy. Participants are identified thanks to its talent review process. They are then selected by senior management and finally go through dedicated interviews. Participants' career are individually followed up. Running through the entire program are team-based, action learning projects that allow participants to build on and apply what they learn while working to solve complex Atos business challenges. The sponsorship and participation of Atos senior executives in all stages of the

program are critical to its success. Finally, and most importantly, the Gold Program builds a strong sense of community among the participants as they share their personal and professional leadership journey. It is this sense of community and spirit that drives positive change within Atos.

What value does the program bring to participants?

Christine Baldy Ngayo, HEC: Feedback from participants clearly confirms the program gives them a better understanding of Atos and its strategy. Furthermore, it is a huge opportunity for them to build a sustainable network across functions and geographies. It gives them more visibility within the company and as a result, better career opportunities. For example, 50% of participants were promoted after 18 months. Participants can demonstrate their knowledge and creativity

through the Task Force Challenge which helps them improve their global teamwork skills and delve into an area of the business that they may otherwise not have had an opportunity to explore.

Why does Atos co-run the GOLD program with a business school?

Valérie Caillaud, Atos: HEC Paris has been involved from the outset with the GOLD program. The program is continually evaluated and refined, and HEC professors partner with Atos executives to keep the program relevant to its global initiatives and strategies from both a theory and applied methodology perspective. The program impacts Atos' business bottom line with a significant reduction in the attrition rate compared to global collaborators. This saves recruitment fees and key individuals as well as collective knowledge, and capabilities are retained within Atos. Since 2010, 56 Task Force business cases have

been developed and presented to senior management.

What are the key areas the Gold Program should focus on to keep young people and future employees highly motivated?

Ann Dushane, HEC: Research shows that young people are very network savvy and their networks are more virtual and at times ephemeral. It is important for these next generations to continue to build their networks and for employers to try to create a bond between them and the company. The GOLD program is founded on the principle of building a community that is both physical and virtual. The program demonstrates how Atos values its employees' development, providing them with the tools to evolve their careers while also empowering them to create their own opportunities by showing them doors that may be opened.





A holistic approach to wellbeing

Atos takes an integrated approach to promoting wellbeing at work, making sure labor standards and recognition for commitment, success and innovation go hand in hand throughout the company.

The protection of labor rights is a fundamental element of Atos Group employment policy. The Atos Code of Ethics states that Atos always takes decisions based on skills and competence without consideration of nationality, gender, age, disability or any other distinctive trait. As an active participant in the UN Global Compact since 2010, Atos ensures respect of the following principles:

- ▶ Supporting and respecting the protection of internationally proclaimed human rights.
- ▶ Making sure that Atos is not complicit in human rights abuses.
- ▶ Upholding freedom of association and the effective recognition of the right to collective bargaining.
- ▶ Elimination of all forms of forced and compulsory labor.
- ▶ Effective abolition of child labor.

Fairness and equal opportunities are key priorities within the Atos Group. Atos continued to take a proactive role in 2013 in promoting human rights, equal opportunities and career development for minority groups. 80% of the employees who participate in the Great Place to Work® survey in 2013 fully agreed that people at Atos are treated fairly regardless of their race or ethnic origin [AOG]. When applying for public tenders, Atos always follows the requirements of local labor laws. In all the countries where the Group operates, the Atos entry level wage (which is the lowest wage in Atos paid to a permanent and full-time employee) is above the local minimum wage.

For Atos, job security contributes positively to the psychological health of its workforce. Atos follows local and international regulations concerning minimum notice periods regarding significant operational changes. Atos' collective bargaining agreements cover areas such as health & safety, length of maternity/paternity leave, working time, notice periods and vacation time. Atos France signed a collective bargaining agreement in 2013 on employment and integration of disabled workers with a number of French trade unions representatives: CFE-CGC, CFTC, Specis-UNSA and CFDT. This agreement covers areas such as the recruitment and professional integration of disabled employees, development and training of disabled workers and promoting disability-awareness amongst all employees. The Atos France Mission Handicap will develop an action plan for the implementation of this agreement in order to promote the recruitment of disabled workers and retain employees with disabilities.

Valuing employee dedication

Recognition is a key motivating factor. In order to allow every great contributor to be recognized at fair value, the Group rolls out major programs, as part of the Wellbeing@work global initiative. The Accolade program empowers managers to instantaneously reward their teams according to three levels (Bronze, Silver and Gold) for exceptional performances. In 2013, more than 10,000 awards were distributed in the countries in which Atos operates in the world.

The Success Story Award program rewards the best delivery teams. Employees post projects on the Atos internal social network, blueKiwi, in one of the seven categories available based on global markets. The Group Executive Committee selects the best project for each category; employees can also vote for the best project as their People Choice Award.

There is extensive internal communication for both programs, and key players are invited to attend a ceremony with the Group Executive Committee. In 2013, the Success Story Award program was recognized by ORAS, a French body of human resource professionals for its unique approach to team recognition and innovation in the area of compensation and benefits.

Using enterprise social networking to build a global Atos Community

FOCUS ON COLLABORATIVE INITIATIVES

Atos home swaps: a home-grown idea from blueKiwi

MyAtos.homeforswap.com is a dedicated home exchange portal, exclusively designed for Atos employees and provided by Echangersonsaison SAS for Atos.

This unique concept came from employees who submitted the idea via blueKiwi, Atos' enterprise social network tool, and which was endorsed by Atos Wellbeing@work Council. Launched just before the 2013 summer period, more than 2,000 members have joined the community. Available in three languages, this portal allows colleagues to search among 160 vacation destinations in 33 countries to organize their holidays by swapping their homes or proposing hospitality within the Atos community for free.

Home exchange is an innovative way for all employees to experience living in a different culture, at the same time as taking an inexpensive and fun vacation. This service allows colleagues from all over the world to spend holidays with a feeling of being 'at home', making new friendships within Atos and contributing to the ecotourism movement.



Team Recognition and Innovation trophy at the ORAS



Atos won the Team Recognition and Innovation trophy at the ORAS (Observatoire Rémunérations & Avantages Sociaux / Compensation and Benefits Observatory) ceremony in Paris, France at the end of 2013. The Atos' Success Story Award program highlights the outstanding talents of Atos project-delivery teams who help shape the way Atos works so successfully with its clients. The ORAS trophy is awarded by human resource professionals to an enterprise which runs a successful Compensation and Benefit project, judged on its relevance, quality and innovation. The ORAS jury appreciated the global nature of this Atos employee reward program, which involves employees from all around the Atos Group. The award is another indication that Atos' approach to social collaboration through its enterprise network is gaining recognition for its efficiency as a worldwide initiative. The jury said it was particularly impressed by the fact that the teams' presentations and processing of the votes were entirely managed via blueKiwi, Atos' enterprise social network, which also provided for an employees' People Choice award.



Social networking for greater efficiency

Atos' global transformation program, Wellbeing@work, develops initiatives and activities to encourage new ways of working, intensively using new technologies while matching the social expectations of employees.

Our key global collaborative program is the Zero email™ initiative which applies to all Atos employees in every country where Atos operates. The main elements of this initiative are to increase the adoption of social media technologies and new individual and managerial behaviors across the Group. This has led to gains in efficiency and productivity through better collaboration, information and communication. Careful management of the initiative has created a flexible approach that better serves the work/life balance of the individual and the needs of the business.

In 2013, the Atos enterprise social network "Zen" on blueKiwi became available to all employees in the Group. The prerequisite to onboard was to be part of a blueKiwi community and to ensure the enterprise social network is used for Atos-related purposes. 85% of top managers are already regular contributors to this social collaborative platform and 55,000 employees are regular users. There are now 5,100 active blueKiwi communities, addressing the different needs of our employees. Expert communities are centered around specific skills or technical topics. Project communities allow members of a project to share documents, messages, risk registers and project agendas leading to greater efficiency, better access to knowledge and a faster pace for team members to onboard a project. Interest communities cater for more cross-cutting topics such as innovation.

Wellbeing@work and sustainability to encourage sharing of ideas, information and knowledge to maintain the collective intelligence of the company. Organizational communities link Atos employees by geography or department and are particularly useful for companies where a large number of employees work at customer sites.

The blueKiwi enterprise portal connects with Microsoft Outlook and Microsoft Lync so that external emails can be shared and discussed within social communities. Work documents are shared and final documents are archived in Sharepoint's global platform. The combination of collaboration and access to documents creates a global structure of communities bringing together Atos' skills, markets and our offerings.

The overall impacts are that there is now faster access to expertise and that true global collaboration is now a reality, within the reach of every employee.

Award winning health programs

Atos uses the Great Place to Work® survey as a tool to consider the impacts of improvements it makes in specific areas such as health, smart working conditions and a collaborative and transparent environment.

In 2013 a Health@work blueprint was developed to promote best practices, through global tools, to support employees with their health and wellbeing. Atos is committed to providing access to health checks and medical insurance so that employees can look after themselves well. Employees registered their overall satisfaction with the Atos health program in the 2013 Great Place to Work® survey. In 2013, the UK Royal Society for the Prevention of Accidents (RoSPA) awarded Atos UK with a Gold Award for Occupational Health and Safety. To promote Atos' approach to greater collaboration through smart working

conditions, managers were trained during 2013 to engage more in our important projects so as to drive improvement at all stages. The blueKiwi collaboration platform allows them to be better informed and monitor key projects without the information overload often caused by email systems. At the same time, the blueKiwi organizational communities bring all employees together and can better align their work to team/department/company goals.

In 2013

76,000+ Atos employees onboarded on blueKiwi Zen
5,100+ communities created
2,500+ top managers trained in blueKiwi
3,500 Zero email™ ambassadors
200+ Zero email™ processes certified in 2013
-60% decrease in emails sent since 2011
300,000 blueKiwi contributions per month

Business benefits from Atos collaborative communities

In February 2011, the Atos Group announced its ambition to become a Zero email™ company within three years. Since then, Atos has successfully deployed innovative enterprise collaboration technologies to reduce email and transform its working culture into new collaborative online communities. This new approach has increased employees' productivity and enabled our clients to be better served through swifter reactions to technical issues.

The extensive roll out of the blueKiwi enterprise social platform across Atos has led to some teams now being Zero email™ certified meaning that they do not use email for any internal communications. In Germany, the Atos Customer Satisfaction Management Process was Zero email™ certified in 2013. Michael Gatz-Kippert, Customer Satisfaction Process Manager, explains: "The advantage of Zero email™ certification is that the email volumes for



Michael Gatz-Kippert, Customer Satisfaction Process Manager, Atos Group

the current process of dealing with queries and results have been significantly reduced. We now deploy faster and ever more effective social media tools that allow for additional convenience and speed with dashboards, online databases, or documents."

Atos expert communities

The global collaborative platform has created value through the establishment of Atos expert communities on blueKiwi. The expert communities bring people with specific skills or knowledge about technical topics together to provide topic-focused solutions. Through the community, colleagues can help one another and, at the same time, use the community to enrich their own skills by sharing best practice and knowledge. Team members can take on the role of facilitator, demonstrating their ability to support, encourage and be creative in relation to the projects under discussion. In 2013, the Atos SAP Practice launched an expert community on blueKiwi and is now able to resolve technical issues much faster - 45 minutes is the current average time to get a response from an expert as compared to two days in the past. The SAP expert online community has more than 1,100 members who share their knowledge, views and insights. A new Service Desk community was also established in 2013 to share ideas about improving customer experiences and to celebrate successes. By pooling global expertise in this type of online community, Atos has

been able to share information about client feedback, training plans, operational tasks and serious incidents.

Enabling the Atos Intrapreneur

Collaborating through the new online communities has led to cultural changes in the way that Atos employees work. Managers have been trained via specialized one-day sessions on Leadership in the Zero email™ company which explained how to use the new media in order to communicate effectively and to show their involvement in their teams' projects. The combination of social tools and collaborative behaviors present Atos with the opportunity to nurture its business engineers to become 'intrapreneurs'. By using social collaboration to define ideas, Atos will be able to consider its Business Technologists' most promising ideas and projects to create new offerings to complement its global portfolio.

"For my accounts, social collaboration brings competitive advantage by using blueKiwi as an information highway to share delivery and account information, and gain up-to-date useful information faster than our competitors can and do."

Hans de Bruin, Account Executive, Atos Group



"Using blueKiwi communities has resulted in making operational processes more efficient and is proving to be a great way to engage staff to use a modern-day medium."

Jason Precious, Service Desk Community Leader, Atos Group





Making concrete contributions to benefit the society at large

Atos' consciousness of its contributions to improve the lives of citizens and the environment in which we all live is high. Our themes are globally designed and tailored to local needs and purposes.

Atos' commitment to corporate citizenship embraces an inclusive business model that underpins all of our actions. To further its ambition to bring progress to society at large, Atos continuously develops projects and initiatives both internally within the Group and externally in partnership with not-for-profit organizations that are supporting causes, entirely endorsed by Atos.

Benelux
Across the Benelux, Atos continued to work closely with the international development charity, Voluntary Services Overseas (VSO) in 2013, creating long-term solutions to reduce poverty. Atos aims to deliver strong civic and social impacts through its collaboration with VSO which brings people together to share skills, build capabilities, promote international understanding and action, and change lives to make the world a better and fairer place for all.

The Atos Foundation in the Netherlands and its IT partner in Bangladesh are jointly setting up IT centers in rural areas of Bangladesh. These centers are managed and operated by unemployed, recent graduates who are trained by the Atos Foundation. Farmers are also empowered to collect agricultural information through an application hosted in these IT centers. Conducting IT courses offers a unique opportunity to Atos employees to deliver sustainable projects and to apply with pride their skills and core competences in remote part of the world.

Brazil
In 2013, 100 employees of Atos Brazil, from the Londrina office, took part in a city run in the area where Atos opened a new office. The prime objective was to bring together employees around a sustainable theme and

to increase Atos visibility among the local communities. Atos is already committed to joining this event again in 2014. This run aims to become an annual sporting event for all Atos employees in Brazil.

UK
In the UK, Atos volunteers with Natural England, a non-departmental public body of the UK government responsible for protecting England's natural environment. Working under the guidance of local rangers, Atos staff carry out conservation work across the English countryside. In 2013, Atos UK&I employees spent hundreds of days volunteering for conservation work, including one day for each 2013 graduate intake as part of their induction training. In addition, Atos UK worked with Plan International, a children's development not-for-profit organization that promotes child rights and works to lift millions of children's out of poverty, to set up a single human



Atos Green Run 2013, in Brazil

In 2013, Atos employees volunteered in numerous secondary schools located in deprived areas nearest to its headquarters and main locations. The outreach to nearby communities was particularly well received by volunteers from Atos, as well as children, teachers and board members of the schools who appreciate Atos' contributions to build bridges between the schools and the future working of the children.



Volunteering: an Atos colleague visiting a secondary school in France

resources system for more than 9,000 Plan International employees across 50 countries including some of the most challenging and remote geographies. This innovative project was awarded the SAP UK Quality Award (Silver Winner, Large Implementation, 2013) and illustrates well how Atos' core competences combined with highly motivated Business Technologists do effectively power progress of society through digital inclusion.

France
Atos France particularly emphasizes on equality of access to education and youth empowerment that are important to maximize social inclusion. Since 2011, Atos has partnered with a non-profit organization, Energie Jeunes, whose primary aim is to fight school drop-out in secondary schools located in deprived areas. Dozens of Atos France employees volunteer in visiting secondary schools, using their own personal experience as Business Technologists and parents to communicate the importance of exploiting own's potential and of fighting early school drop-out.

4,048
Number of employees worldwide taking part in corporate citizenship programs in 2013