



# talent to career

Your business technologists. Powering progress

Atos

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**Discover the Atos  
Talent program to take  
you from job to career.**



“Talents are high performers who make things happen.”

Dear colleagues,

As the European leader in IT services, with four vertical Market Units and three Services Lines delivering expertise to customers, we are a people business - with more than 76,300 employees and 52 nationalities, working together with common management values, we are a people company.

Atos' new profile provides expanded career opportunities for employees thanks to business size and diversity. Atos growth ambition requires continued development in expertise and entrepreneurship to help customers create innovation and acquire competitive advantage. For these reasons, Talents development, attraction and retention are at the top of the priority list of the Executive Committee and of all Atos managers.

Talents at Atos are high performers who make things happen. They are doers, demonstrating our common management values, with a passion for technology and business growth. Talents demonstrate strong personal growth potential and have defined career development objectives. Talents are experts or managers, both being critical to customers and to Atos' future.

Talents are identified through people performance review throughout the Group. Development is sponsored by senior managers, helping Talents reach their next career steps.

Talents at Atos have numerous ways to develop their skills and career - from training through Atos University and eLearning courses to dedicated Management Development programs with leading business schools, such as the GOLD programs. Talents get the opportunity to participate in Group strategic transformation programs such as eXpand or Wellbeing@work, contributing to make Atos a top performer in the market place and a great place to work. Talents can also join one of Atos' networks of expertise such as the Scientific Community. Furthermore, Atos considers that on the job learning is one of the most effective ways to develop and this is why significant opportunities for internal mobility are provided to Talents. Our goal is simply to help each of our colleagues get the best of himself or herself while working for Atos.

Please take some time to read and plan how your career will unfold within Atos, working together building the reference in innovation and a global IT champion.

Best regards,

**Thierry Breton**  
Chairman and CEO

A handwritten signature in black ink, appearing to read 'T. Breton'. The signature is stylized and fluid.

# From employees to talents

At Atos we strive to create the reference in innovation and a global IT champion. We believe that bringing together people, technology and business is the way forward. Every day we power sustainable progress for our clients and partners, the wider community and ourselves. It is our unique approach as business technologists that makes this possible. Developing our talents is a natural part of this ambition. Our Talent management program is designed to identify and nurture entrepreneurial individuals capable of taking on more demanding roles, helping drive the change we need and of unleashing their true potential.

## 1. Employee performance management

The Performance Management Process (PMP) is the evaluation process for all Atos employees, starting in 2012. Find out more on PMP:

[https://source.myatos.net/thegroup/people/your\\_performance/Pages/default.aspx](https://source.myatos.net/thegroup/people/your_performance/Pages/default.aspx)

During this process, the objectives for the coming business cycle are set between the manager and the employee. The objectives are tracked in the middle of the year and adjusted if necessary.

The end-of-year appraisal includes a consolidation of feedback consisting of the employees' managers and their manager+1 comments. The local human resources organization act as facilitator.

It helps to objectively calibrate employees, based on their Performance and Potential evaluation. A feedback dialogue and the new objective setting for the next year complete the cycle.

The meetings you have with your manager during the PMP process are a great opportunity to discuss your individual development plan including a mutual understanding on your career evolution.



## 2. Talent identification

The Talent identification takes place during the Performance Management Process (PMP) in the Consolidation phase.

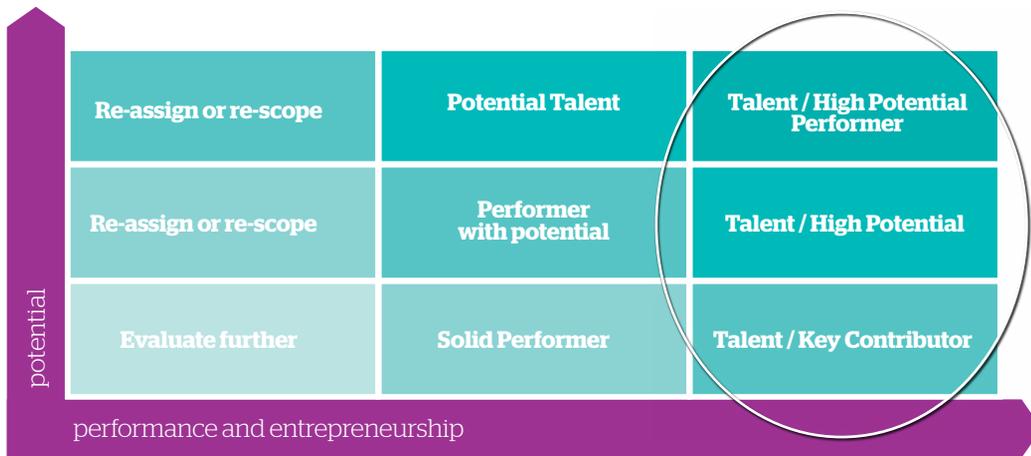
The Consolidation discussions ensure consistency of the evaluation criteria throughout Atos. This calibration of results provides a more objective performance evaluation and leads to high quality results.

The peer comparison provides a verification of potential statements made during the PMP.

The outcomes of the Consolidation are the confirmation on:

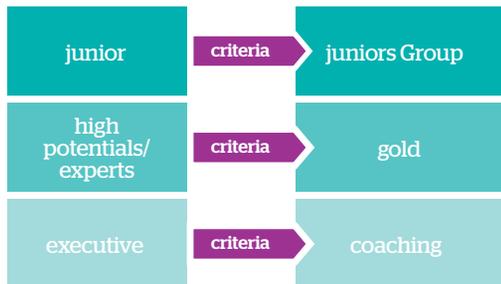
- ▶ Performance, Capabilities and Expertise
- ▶ Statement on Potential
- ▶ Determine employees' specific development actions

The 9-box matrix helps to determine the performance and potential of all employees. This feature allows managers and HR identify individuals who have especially high performance and potential and can therefore be identified as AtosTalents.



## 3. Talent development programs

### Talent pools



### Talent program: examples

### Learning and Strategic assignments for all



“Talent development is of premium importance for Atos. We think every employee should be expected to develop and grow as much as they possibly can. That is the reason why we have put in place a series of programs designed to help you reach your potential in each phase of your career.”

Marc Meyer, Head of Talents and Communication

# From potential to extraordinary

Our management is always on the lookout for Talents. For people who have the potential to help shape the future of Atos. If you catch our eye and are nominated to participate, there are three programs designed so far to give you the training and support you need to go from being merely excellent to being extraordinary. All you'll need is the determination it takes to excel.

## **Juniors Group:**

Juniors Group (JG) is the first stage of development on an international level. A self-contained group of young, dynamic people from all over the Atos universe. Being a member of the Juniors Group is a great learning experience through: Meetings with senior management and your colleagues in the JG group, working in projects (JG members to come up with own project ideas that add value to the company), working in JG functions (for example recruitment, organization of meetings or as a speaker for this group). A dedicated curriculum has been designed especially for this group (eLearning, eBooks, courses during meetings) to boost your learning experience even more. Once you pass the assessment you are a member of the JG for 18 months and afterwards you become part of an alumni network to keep sharing information and knowledge with previous Juniors Group members.

## **Global Talents Development Program Gold for Experts:**

Gold for Experts provides a strategic development curriculum and career path for talented Business Technologists with expert profiles. In collaboration with the Universities of Cambridge and Paderborn, this program helps the Talents of tomorrow develop their expertise to define and implement innovative, end-to-end solutions for customers so that Atos continues to create value for its customers.

## **Global Talents Development Program Gold for Managers:**

Nominated by management every year, members of the Talent Group are invited to take part in the prestigious GOLD Program. In cooperation with HEC Paris, Europe's

leading business school, the GOLD program aims to train the future leaders of the company and create ambassadors for the company's values.

Throughout the program, participants explore Atos' business strategy, work on a project proposed at the beginning of the program as integral to our strategy, and focus on solutions to the challenges of global profitable growth that Atos faces.

It is a unique opportunity to network with Talents from different Atos companies, different disciplines and different cross-cultural experiences - and a great opportunity to meet the people who matter.

**“The program gives me the opportunity to feel as a direct part of the progress and future of our global company. Learning from people with different backgrounds, roles as well as different nationalities is a great experience!”**

**Guadalupe** Carton Iglesias



“The participation to the Gold program broadened my knowledge and expertise in different domains allowing me to take the right decisions easier and faster. Through the Gold program, having met a lot of new colleagues, I extended my network within the group, which today I am able to use at different occasions.”

**Koenraad Van Melkebeke,**  
Head of Department BU eCS & Other Markets Worldline

# From knowledge to excellence

At Atos we understand ambition – and we know that developing Talents is key to the future of our company. The Atos University and Learning on Demand programs are here to help you reach your potential. We also promote on the job learning experience, it's a great way to develop the specific skills and competencies you'll need to move ahead in your career.

## Learning on demand:

We learn something new every day. With our On Demand e-Learning programs, you choose the subject. Made for those who are both hyper busy and want to gain some knowledge, get the training you want anytime-anywhere:

### English training:

The ability for everyone who operates across the Atos world to speak the same language is crucial, and that language is English. Atos employees who want or need to improve their general and business English skills can register for an e-learning license, no approval required, giving unlimited access to live conversation classes and interactive grammar, listening, reading, speaking, pronunciation and writing exercises.

### Soft Skills: Individual and Personal Development

All Atos employees can register for any of the e-learning courses in the 6 self-directed learning paths, no approval required.

### Business and Management Skills

Courses developed to enhance and improve individual business and management skills and competencies.

### IT and Project Management

All Atos employees can register for an e-learning license, no approval required, giving unlimited access to IT Professional and Project Management courses and books.

## Global Delivery Platform Program:

The Atos Global Delivery Program (GDP) introduces a standard way for all our people and companies to operate, helping us get even more successful. The basic awareness training is covered in an extensive e-Learning program, accessible through Atos University Online. Capability training is organized on a local basis, jointly managed between the GDP Deployment leaders and your local learning and development team.

GDP courses are available for Project Managers, Service Delivery Managers, Requirements Management, Software Engineering, Testing and Contract Managers.

**To find out more about these programs and the registration process, please consult the Learning & Development pages on Source: [https://source.myatos.net/thegroup/people/learning\\_and\\_development/Pages/default.aspx](https://source.myatos.net/thegroup/people/learning_and_development/Pages/default.aspx) or go directly to myLearning Portal when available in your country.**

### On-the-job experiences:

There's often no better way to develop your skills than learning on the job. After all, theory is one thing. Experience is what really counts. We can give you the chance to develop yourself as you build our business, with challenges tailored to match your development needs. Your local talent manager will coordinate with your management challenges to support you.

# Atos University

Perhaps you'd like to reinforce the skills you already have. Maybe you're ready to take on more responsibilities. Either way, Atos University Academies are invaluable assets. A large number of training programs to reinforce critical skills and competencies, which employees can access easily, provided that they get approval from their manager. The following Atos University Academies ensure we do everything we can to stimulate you and keep you moving forward.

## **Sales Academy:**

The Global Sales Academy covers a comprehensive portfolio of courses for those involved in the sales process at all levels across the entire Atos Group. Current key programs are: Push Offerings, Winning Deals, Sales Performance, and One Group. Each of them consists of a number of different courses which can be undertaken individually.

## **Project Management Academy:**

Project managers can find a comprehensive training portfolio in the relevant skills and behaviors required at all levels of Project Management within Atos. The Global Delivery Project Management training in particular targets Project Managers at GCM level 7 or higher, who have experience in multi-project/ multi-solution/multi-location, and who want to build further their ability to manage complex projects in the context of Atos global delivery.

## **LEAN Academy:**

Atos University's Lean Academy goal is to build a strong global competence center for internal and clients Lean projects. It aims for up-skilling talented individuals in the application of Lean methodologies, through a blended program combining e-learning, classroom-based sessions and on the job learning while working on Lean waves. Most successful Lean Navigators are promoted to Skipper position. Priority is given to people joining the TOP<sup>2</sup> program to deliver Lean projects across the global Atos organization.

## **The Contract Management Academy:**

The Atos Group Contract Management Program has been developed by the Legal, Compliance and Contract Management Department and it is now furthermore an initiative integrated into the TOP Program.

## **Global Delivery Project Management Training Offerings:**

A number of dedicated training sessions for senior Project Managers who have experience in multi-project/ multi-solution/multi-location projects and who are at GCM level 7 or higher.

“Keeping employees’ competencies sharp and developing the critical skills and mindset for innovation are key to ensure Atos’ place as the business technologists of choice for customers, and safeguard the company’s future.”

**Robin Ajdari**, Group VP Learning & Development

# From experience to performance

In an ever-changing, evermore competitive world, we need to transform the way we work. But the best and brightest know that change is an opportunity, not a threat. Here are the transformation programs that will keep Atos ahead. If you get involved as leaders of that transformation, these programs offer unrivalled chances that place you in pole position to drive your career forward.

## Top <sup>tier 1</sup> Initiative:

### What is TOP ?:

TOP (Total Operational Performance) is a global strategic program critical to the future success of Atos. This is deployed across all countries where Atos operates. There are no separate integration initiatives supported by the group unless they fit within TOP.

You can choose how to get involved in the TOP <sup>tier 1</sup> program: as a Sales Navigator, a Lean Navigator or an Initiative Leader. All are in addition to your normal responsibilities. Becoming a Sales Navigator or Lean Navigator can give you the chance to expand your network internationally, gain consulting skills, and improve your career prospects.

## Lean Program:

### What is Lean?

Put simply, Lean puts the client at the heart of everything we do. This management approach focuses our attention on what really matters: relentlessly improving quality, service and efficiency while we drive down waste, variability and inflexibility.

### How does Lean work?

The 200 people currently involved in Lean, work in teams of four to six navigators, each led by a skipper. Each semester they work on up to 40 projects, each aimed at deploying Lean techniques and fostering the Lean mindset by improving quality, efficiency and motivation. Once the project is completed, the Lean program remains involved with follow-up alongside local management and sustainability teams.

## What Career Opportunities does the Lean program provide?

Lean provides a unique career opportunity within Atos, offering at least nine months of accelerated learning and demanding challenges. It offers you:

- ▶ **Visibility.** Being part of Lean will get you noticed around the company.
- ▶ **Opportunities to work** overseas and across Atos business lines, giving you knowledge of Atos global business and the chance to add valuable contacts to your network.
- ▶ **Structured development** path with formal training, on-the-job coaching and a formal training program.
- ▶ **Membership** of an active community of talented individuals and Lean practitioners
- ▶ **Career** growth in the organization
- ▶ **Incentives** aligned with impact, plus additional incentives when building tenure in the program.

## How can I join these programs?

If you're talented, English-speaking and motivated, we want to hear from you. Send your resume and a short covering letter by email to your local talent manager (see page 15 for your local talent manager). If you're selected we'll work with your managers to find a suitable joining date. And once you start, we'll help you identify ways to progress your career.

## Engaging for Success

A number of large transformation projects have been launched to enable us reaching our ambitions. To be truly successful these projects need to be adopted and owned by employees worldwide and we encourage our Talents to join them, participate or take the lead.

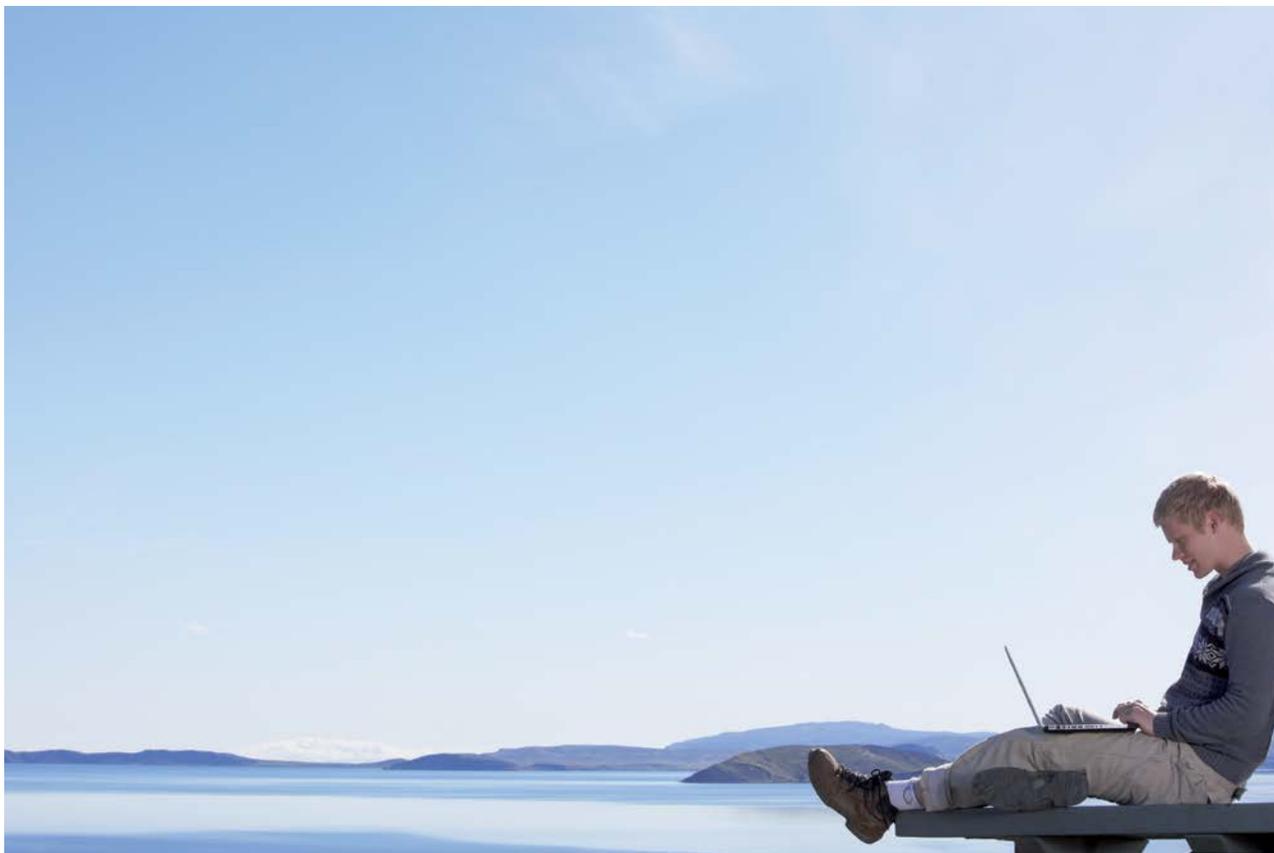
In addition, a new Change Agents network has been created to capture employee vision and gather feedback. As part of this agent network a set of tools, methods and training are available to ensure consistent involvement from employees in key projects.

The Change Agents are managers who on top of their daily job are trained to capture feedback, lead communications and training in Management of Change.

Interested in becoming a Change Agent? Then contact your GBU Top Leader, or Group Chief Change Officer.

## eXpand:

eXpand is a project made up of 6 initiatives which are set up to support order entry growth by addressing what we sell, how we sell and how we support Sales. One of these initiatives looks especially at attracting high potential, retaining and developing them and motivating all Sales forces at Atos. The eXpand project is an example of the high attention which is put on developing our employees, giving them perspectives and making Atos a Great Place to Work®.



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# From anyone to everyone

The best learnings often happen when you don't even think you're learning. Get exposed to new thinking and knowledge in informal learning sessions, where you get the chance to meet, share and grow, to teach and learn from your colleagues - all the while building a stronger company and a more far-reaching network for all.

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## Wellbeing@work:

We want you to enjoy working at Atos. Launched to develop new ways of working, the Wellbeing@work (Wb@w) initiative covers all aspects of the future workplace, from implementing efficiency through management processes, delivering specific tools for remote working as well as enabling new levels of collaboration and flexible ways of working. We want to create a convivial, motivating workplace that rewards our people's skills, initiative and success, supports and drives personal development and facilitates communication and cooperation worldwide.

The Wellbeing@work Council is made up of 30 Atos worldwide employees who together ensure all the Wb@w initiatives are being implemented globally by talking with employees in their countries, gathering best practices and ideas and making sure the things that make Atos a great place to work are applied globally.

### How to get on the Wellbeing@work Council:

Council members will be identified either via the country Talent pools, through volunteers approaching the program or from recommendations. The Wb@w Council will be looking for individuals who are committed to driving forward our company culture, are able to dedicate quality time to the program, have an interest in the program, and can demonstrate a "challenging" and proactive approach. An interview with one of the Wellbeing@work sponsors is part of the selection process. The expected duration once a member has joined the council is 18 months.

## Talent Breakfasts:

Part of a global initiative to boost understanding of Atos' strategy and vision, our Talents breakfasts gather representatives of Group top management, along with the local CEO and a dozen Talents. Jordi Safont, who joined a breakfast in Madrid last June, says, "These breakfasts improve communication through direct contacts with Senior Management. Dialog is open allowing for ideas exchanges."

This initiative stems from the put focus on people. Our people count most, and to do their best, they need to understand the business context. And what better way to do this than to have direct personal contact with top management? There is none.

"The breakfast organized with Thierry Breton and Marc Meyer in Bezons allowed the exchange of information not only between Thierry Breton and the Talents, but also between everyone around the table. It was quite refreshing to exchange success stories, best practice and concerns with people involved in all aspects of the company and its activities (project leaders, delivery, support functions etc)."

**Mathilde Cabanettes**, Corporate legal counsel

## The Scientific Community:

Created in 2009, the Scientific Community (SC) has 80+ members with different skills and backgrounds (from science to technology) from around the world. It helps Atos anticipate and craft new challenges that are facing our industry. It designed the Future Center, which demonstrates our advanced concepts and vision to clients, partners and employees.

### How to join the Scientific Community:

It is a simple process, a new candidate for the SC should be presented and sponsored by two members of the SC. We call them Godfathers. They have to explain why they think that their new candidate is a good fit within the SC. The new candidate also needs to have the support from his/her top management. Then this person will be interviewed by the SC top sponsor, before a decision is made to accept the new candidate will be accepted or not. SC members will then work on different Tracks (e.g. Challenges/Building Blocks, Whitepapers, Proof of Concepts (PoCs), peer-to-peer reviews) and will need to attend the 3 or 4 face-2-face SC Meetings per year.

“Being a member of the Scientific Community enables me to contribute directly to shape the Atos vision for new business, challenges and technologies, in permanent collaboration with a growing network of committed and reputed experts in all Atos geographies. In addition, we have the chance to exchange information and views with Top Management, who participate in each of our meetings.”

**José Fernando Esteban**, Head of Innovation GBU Spain

## Social Networks and collaborative environment:

Whenever you log on at Atos you'll find a host of tools and resources available to you to keep you informed and connected. Here is a snapshot of some of them:

**MyAtos** is the gateway into all of our electronic information systems. You'll find all types of information here, such as your collaboration tasks, blogs, timesheets and favorite research pages.

**LiveMeeting** provides employees with easy-to-use applications that bring together voice, video, instant messaging and conferencing facilities.

**Source** is our intranet and global resource center. It's updated regularly with a variety of news stories about our important wins, successful working practices, new tools and management decisions.

**SharePoint** provides knowledge and document management facilities.

**Wiki** You can participate in projects by contributing or modifying content in our Wiki. It's a great tool for teams in different countries to use, helping them to work together.

**blueKiwi** is the most advanced collaborative, mobile and cloud social network for Atos, providing a key technology component to support our Zero email™ initiative.

**FISH** (Fresh Ideas Start Here) is managed via blueKiwi. You can share, discuss and vote for your innovative ideas on any subject related to the Company.

**wellbeing@work**

# From one job to a whole career

With the global reach of Atos you can grow your career without boundaries. We actively encourage our people to explore opportunities around the world: it's a great way to boost your experience and grow your network!

At Atos, we actively encourage our people to develop their skillset and their career by moving to a different function within our business. It is one of the strengths of our global presence that we can offer you different jobs geared towards a successful career. We put you in the driving seat. That's why we appoint internal candidates to promotions or new positions when we can, and it's why we opened our global job opportunities site.

Atos Careers Pages allow you to see what's available and to apply for any open vacancy around the world. It gives you the best possible overview of every opportunity within the organization, maximizing your choice of career development options.

An international move gives you chances to:

- ▶ Build your network
- ▶ Experience different cultures, processes and ways of doing business

- ▶ Maximise your exposure to the global activities of Atos
- ▶ Increase your skillset and experiences and make yourself a more attractive hire.

If you would like more support in your career development then please contact your internal mobility manager, HR department or visit Source.

Internal Mobility Managers in each country help support the movement of Atos people, and will work with you and your manager to identify roles that will offer you both career growth and job satisfaction.

## Applying

To apply for an internal opportunity, please visit our "Source" intranet via your "MyAtos" page, and click on the internal vacancies link.



# From you to us

## Talent Management Team

GBU	Talent Managers
Global Talent Management Team	Marc Meyer - EVP Talents & Communication
	Victoria Erice Alonso
	Valérie Caillaud
	Ann-Cathrin Schroedl
	Ramon van Knippenberg
Worldline	Heidi Kopec
GBU Germany	Anja Lilienthal
GBU Latin America	Simone Damazio
GBU Benelux and the Nordics	Renée Kamphuis
GBU CEE	Agnieszka Nowak
GBU IMEA - India	Karuna Rabinder
GBU Asia Pacific	Nikki Lee
GBU Iberia	Juan Muguero
GBU France	Anne-Laure Regnault de Premesnil
GBU North America	Joanne Hutchins
GBU United Kingdom & Ireland	Suzanne MacPherson
MEV	Solange Moret
Global support functions	Claudine Mouton

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## About Atos

Atos SE (Societas Europaea) is an international information technology services company with 2013 annual revenue of € 8.6 billion and 76,300 employees in 52 countries. Serving a global client base, it delivers IT services through Consulting & Systems Integration, Managed Operations, and transactional services through Worldline, the European leader and a global player in the payments services industry. With its deep technology expertise and industry knowledge, it works with clients across different business sectors: Manufacturing, Retail & Transportation; Public & Health; Financial Services; Telcos, Media & 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 & Paralympic Games and is listed on the Euronext Paris market. Atos operates under the brands Atos, Atos Consulting, Worldline and Atos Worldgrid.

For more information visit : [atos.net](http://atos.net).

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