

ATOS MANAGEMENT SYSTEM MANUAL

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Role	Names
Reviewers	<p>Hanns-Thomas Kopf (QMS) Delphine Delsaux (EMS) Nathalie Pollet - Lemesle (BDS) Irmna Sukiennik (QMS) Sundaram Chelvam (Eviden Quality) Kasia Cieslak-Rylich (Document Control) Hansel Gomes (Internal ISO Audits) Sharon Magrosky (O2C) Simon Byrne (WHR) Couwenbergh, Hans (ALM) Verena Herttrich (OLM) Jean-Marie Pivard (Group Internal Audit) Carlo Ciccarelli (Group Legal & Compliance) Simon Aulton (Procurement) Frederic Aubriere (Atos IT) BAUDHUIN, FRANCOIS (L&H) Alexandra Knupe (CSR) Paul Peterson (Group HR) Cosmin Geon Rafa (Group Risk Management) Daniela Kirschberger (ERM)</p>
Approvers	<p>Paul Bayle (ISMS) Alexandra Knupe (EMS) Peter van Dartel (IT SMS) Taranjit Rekhi (QMS) Prashant Kshirsagar (Eviden Quality) Andreas Kaska (UCC) Paul Baechlin (BDS)</p>
Document Controller	Kasia Cieslak-Rylich
Document Owner/ Senior Manager Atos	Taranjit Singh Rekhi

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List of changes

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8.0	20 Apr 2022	<ul style="list-style-type: none"> ▶ List of changes reduced, information about changes in previous versions available in v7.1 of AMSM ▶ Quality assurance 	Marianna Bojarska
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9.1	23 Jan 2023	<ul style="list-style-type: none"> ▶ References to Unified Communications and Collaboration (UCC) added ▶ Section 4.1.2 About UCC ▶ Section 4.2 UCC needs and expectations of int. parties ▶ Section 4.3 UCC Scope ▶ Section 4.4.2 UCC specific Processes ▶ Section 5.1.1 UCC Executive Committee (EXCOM) ▶ Section 5.3 UCC Quality Organization ▶ Section 8.2 UCC specific OLM / APLM Process ▶ Section 8.2.2 UCC Catalog of Products & Services ▶ Section 8.2.3-8.7 UCC specific Processes ▶ Section 9.1.1 UCC KPI Dashboard ▶ Section 9.1.2 UCC CSAT process ▶ Section 9.3 UCC specific Management Review approach ▶ Section 10.3 UCC specific Continuous Improvement ▶ Links updated (SP2013 – SPO) ▶ Section 9.2.1 - minor updates to content ▶ Quality assurance 	<p>Andreas Kaska (UCC)</p> <p>Milena Jurachno Jean - Marie Pivard Milena Jurachno</p>
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10.1	11-05-2023	<ul style="list-style-type: none"> ▶ Section 7.3 – global compliance training link updated ▶ Section 7.8 – Code of Ethics link updated 	Akshay Patil

Target readers, communication method

The approved softcopy of this document is maintained and managed in the Atos EDMS by the Document Owner and is the ONLY CONTROLLED version.

This document can only be communicated to external auditors and customers if there is a Business Reason and a signed NDA in place. It is available for all Atos employees on the AIMS page for internal use.

Target group	Distribution / publication method
Group Quality Steering Committee Members Service Management community of Leaders Group Security Committee members Group Environmental Committee members Atos entities heads	Available as part of AIMS Published storage
All Atos employees	Available to all Atos employees as part of AIMS Published storage

On Demand

Requester	Mandatory Criteria	Provided By
External Auditors	Signed NDA	By Quality Manager via Atos Auditee lead
Customer	Signed NDA	By Quality Manager via Atos Bid Team / Sales team involved

1 Scope of the document

Atos Management System Manual, hereafter referred to as AMSM, is the Atos reference to the Atos organization, processes, and tools.

AMSM scope is limited to the processes and procedures to be applied at Atos worldwide and is the basis for the Atos ISO multisite certification.

The purpose of AMSM is threefold:

- ▶ Demonstrate the ability of Atos to consistently address its customer and market requirements across all Atos entities worldwide
- ▶ Ensure that its services and products meet customer, legal and regulatory requirements, and address customer satisfaction through the effective application of the system, including continual improvement and the prevention of nonconformities
- ▶ Reflect that Atos management and employees are aware of the requirements of the ISO Standards, have interpreted them correctly into Atos organization, and have incorporated them into implemented policies in day-to-day operations. AMSM enables ISO Multi-Site certification (MSC), meaning that all Atos ISO certifications can be provided by one Global External Auditor for ISO 9001, ISO 14001, ISO/IEC 20000-1, and ISO/IEC 27001

Each Atos entity documents in more details where necessary how the Atos Integrated Management System (AIMS), defined in this Atos Management System Manual (AMSM), is implemented in the entity's Management System Overview (MSO) document.

Mandatory levels of MSO are aligned to the Management Reviews' Structure as described in the Management Review Policy, with the exception that global Business Lines MSOs are integrated in AMSM (group MSO).

The documents classified as "Atos for Internal Use" that are linked via this AMSM can be shared without restriction only within Atos. However, these may be shared with third parties when justified by specific business needs if compliance with the conditions defined in the "Atos Information Classification Policy" has been achieved and can be demonstrated if required.

2 Normative references

The following referenced documents relate to the application of this document. (For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.)

▸ Quality Management System	▸ QMS, ISO 9001:2015
▸ Environmental Management System	▸ EMS, ISO 14001:2015
▸ IT Service Management System	▸ ITSMS, ISO/IEC 20000-1:2018
▸ Information Security Management System	▸ ISMS, ISO/IEC 27001:2013
▸ Capability Maturity Model Integration for Development	▸ CMMI-DEV

3 Terms and Definitions

General terminology

In general, the terms and definitions provided in ISO standards apply to AMSM, which – in its turn - is meant to describe the generic terminology used in describing the Atos Integrated Management System (AIMS). All AIMS documents shall use the same terminology.

The term:

- ▶ "Supplier" refers to External suppliers, Internal suppliers & customers acting as a supplier
- ▶ "Product" refers to both product and service intended for, or required by, a customer
- ▶ "Processes" refers to the Business Processes as described in [Atos Business Process Model](#)
- ▶ "Atos entity" refers to Atos Operations, Functions, Industries and Geographies (Regions)
- ▶ "Unit" refers to the combination of an Atos location and a legal entity

Responsibility related terms:

- ▶ The words "must", "shall" and "is required" indicate unconditional responsibilities (mandatory)
- ▶ The word "should" indicate responsibilities that are presumptively mandatory (mandatory unless it can be proven that alternative actions are sufficient to reach the same objectives)
- ▶ The words "may", "might", "could" and other terms and phrases describe actions and procedures that have to be considered.

Atos Terms and Definitions glossary

- ▶ All Atos terms and abbreviations are now gathered and managed in the [Terms and abbreviations SharePoint list here.](#)

4 Context of the organization

4.1 About Atos

Atos Group

Atos is a global leader in digital transformation with 111,000 employees and annual revenue of c. € 11 billion. European number one in cybersecurity, cloud and high-performance computing, the Group provides tailored end-to-end solutions for all industries in 69 countries. A pioneer in decarbonization services and products, Atos is committed to a secure and decarbonized digital for its clients. Atos is a SE (Societas Europaea), listed on Euronext Paris.

The [purpose of Atos](#) is to help design the future of the information space. Its expertise and services support the development of knowledge, education and research in a multicultural approach and contribute to the development of scientific and technological excellence. Across the world, the Group enables its customers and employees, and members of societies at large to live, work and develop sustainably, in a safe and secure information space.

For more information, visit atos.net.

The Atos organizational setup ensures that external and internal issues that are relevant to each respective section of the business are appropriately determined, monitored, and reviewed. A variety of standardized processes are deployed by the units for this purpose.

Atos Operating Model is focused on our customers and pivoting around Regions, Business Lines served by a Commercial Center of Excellence and corporate Functions.

Regions are responsible for go to market, hunting new business and growing the business. There are 5 Regions as mentioned below,

- Central Europe
- Growing Markets
- Northern Europe & Asia Pacific
- Southern Europe
- The Americas

Group Performance Office drives and coordinates performance improvement activities and programs. The Group Performance Office (GPO) drives successful development and implementation of critical activities or programs that enable the organization to achieve better performance across Atos. It operates as a Groupe-wide function to support all Markets, Regions, Business lines Delivery and Global Functions in their actions to improve overall performance.

Global Delivery Centers (GDCs) are responsible to deliver the contracted services as managed by the various Business lines & Regions

Global Functions provide the processes and resources for the management of support services to enable Atos entities to deliver products to customers. Functions reside under the Atos Group organization and are therefore not affiliated to any Business Line or Region. Their resources are deployed throughout the organization.

Business lines' role is to ensure consistent integration and delivery of services to customers, manage and allocate all delivery resources, maintain service delivery industrialization and capability concentration and to drive horizontal innovation and offer competitiveness at group level.

Business lines consist of, Delivery teams, responsible for orchestrating quality and delivery of projects & services. They focus on profitability, quality excellence, competitiveness, and vertical innovation. The business lines overview is as follows,

4.1.1 Tech Foundations

Tech Foundations offers various services as mentioned below,

- ▶ Digital Workplace
- ▶ Hybrid Cloud & Infrastructure
- ▶ Technology Services
- ▶ Unified Communications and Collaboration
- ▶ Business Process Outsourcing

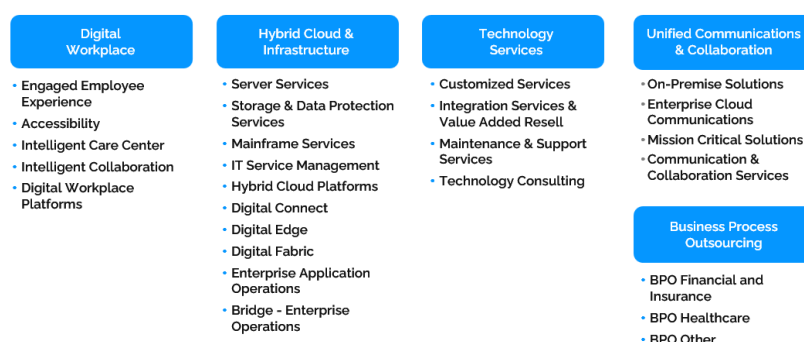


Figure 1: Tech Foundations offerings

4.1.1.1 Digital Workplace

We manage end to end employee experience including identity and access management, onboarding and end-user support services, and set-up of collaboration platforms

4.1.1.2 Hybrid Cloud & Infrastructure

We manage and/or operate your data center and hybrid cloud infrastructure. Building a digital backbone of infrastructure platforms, helping you to leverage your journey to cloud and business transformation

4.1.1.3 Technology Services

We provide advisory, end-to-end local professional services and expertise, from application design, build and run, to hybrid infrastructure services

4.1.1.4 Unified Communications and Collaboration (UCC)

In general, the Atos business unit Unified Communications and Collaboration (UCC) is responsible to identify, develop and deliver the portfolio of services and products in their domains in coordination with the Regions. UCC is part of the Atos Business Line Technology Foundations, following the global adapted Atos governance structure.

By combining Atos's knowledge and reputation in the IT services market with UCC's expertise in Unified Communications and Collaboration, UCC provides customers with seamless services solutions for their entire digital portfolio. Within Atos, UCC continues to deliver a unique integrated proposition for Unified Communications and real-time capabilities. The Unify brand is still maintained for certain sectors of external customers, predominantly in the Indirect Channel.

UCC portfolio provides organizations with communication tools to foster rich and meaningful conversations across channels, platforms, and media for a mobile, real-time and collaborative way to work. With cloud at the center, UCC delivers a seamless, secure UCaaS and CCaaS experience

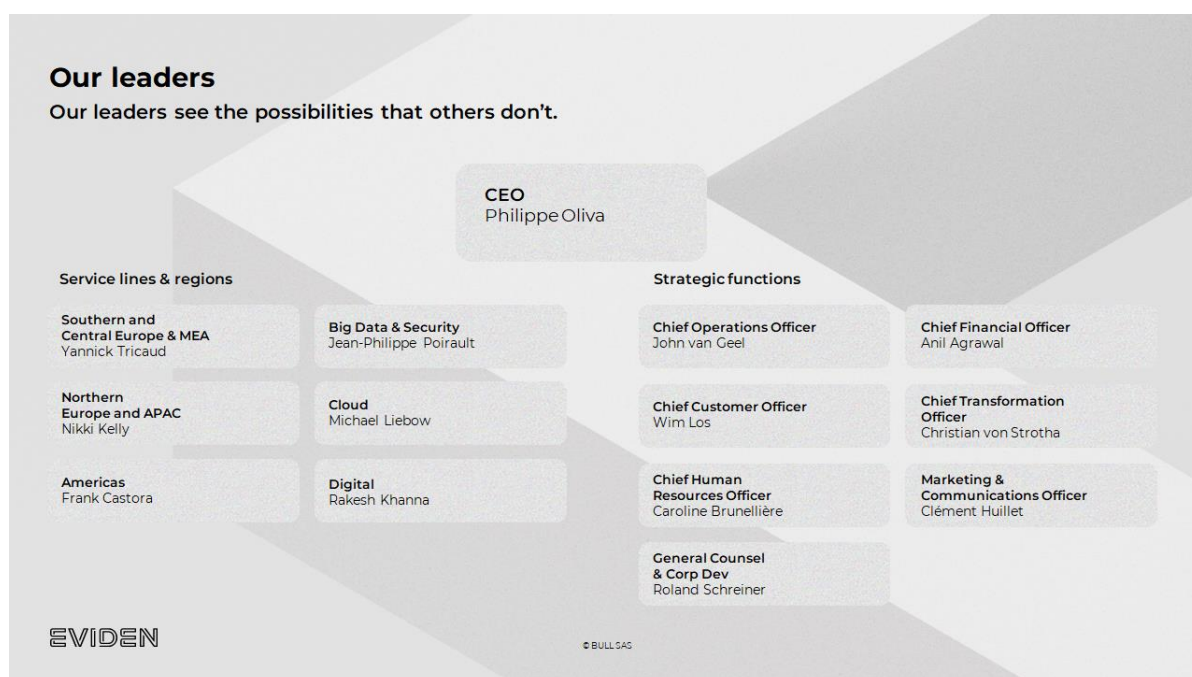
with solutions that unify multiple voice, video, and data networks, connected devices and applications into one easy-to-use platform that allows teams to collaborate securely, effectively and efficiently – anytime, anywhere. The result is a transformation of how the enterprise communicates and collaborates that amplifies collective effort, energizes the business, improves employee satisfaction, and enhances business performance.

The executive committee of the Atos business unit UCC is composed of the managers of the most important UCC business units for an effective and sustainable business management and development.

4.1.1.5 Business Process Outsourcing

We combine customer analytics and operational excellence expertise to support business process outsourcing transformations and automation.

4.1.2 Eviden



About Eviden¹

Eviden designs the scope composed of Atos's digital, cloud, big data, and security business lines. It will be a global leader in data-driven, trusted, and sustainable digital transformation. As a next generation digital business with worldwide leading positions in digital, cloud, data, advanced computing, and security, it brings deep expertise for all industries in more than 53 countries. By uniting unique high-end technologies across the full digital continuum with 57,000 world-class talents, Eviden expands the possibilities of technologies for enterprises and public authorities,

¹ Eviden business is operated through the following brands: Alia Consulting, AppCentrica, ATHEA, Atos Syntel, Bull, Cloudamize, Cloudeach, Cryptovision, DataSantics, digital.security, Eagle Creek, EcoAct, Edifixio, Energy4U, Engage ESM, Forensik, IDEAL GRP, IDnomic, In Fidem, Ipsotek, Maven Wave, Miner & Kasch, Motiv, Nimbix, Processia, Profit4SF, science+computing, SEC Consult, Visual BI, Worldgrid, X-Perion, zData. Eviden is a registered trademark. © Eviden SAS, 2023.

helping them to build their digital future. Eviden is an Atos Group business with an annual revenue of c. € 5 billion.

For more information, visit [Eviden.com](https://www.eviden.com).

Eviden mission is to be your preferred digital, cloud, data, and security partner to help you build your digital future.

Eviden Operating Model is focused on our customers and pivoting around regions, and Business Lines supported by Strategic corporate Functions.

The three business lines under Eviden are Digital, Big Data & Security and One cloud

4.1.2.1 About Digital

Digital Business line comprises of following services

- ▶ Digital Transformation Acceleration – Digital Transformation Consulting, Digital Business Operations, Internet of Things (IoT), Customer Experience and Metaverse, Cognitive Solutions, AI and ML, Intelligent Automation, Data & Analytics
- ▶ Net Zero Transformation – Net Zero Advisory Services, Net Zero Carbon Credits, Net Zero Digital Solutions for Change.
- ▶ Smart Digital Platforms & Solutions – Digital Integration, Digital Assurance, Oracle & ECM Services, Salesforce Solutions, ServiceNow Solutions, SAP Solutions, Application Services, Service Integration Bridge, Low Code & SaaS

Digital Services

Delivering Digital Experiences



Figure 2: Digital offerings

4.1.2.2 About BDS

BDS mission is to invent the high-end computing, mission critical coms and cybersecurity technologies needed to build trusted intelligent platforms and bring IoT & AI to business power. BDS offers a unique combination of expertise to process, connect and protect data for the smart machines age.

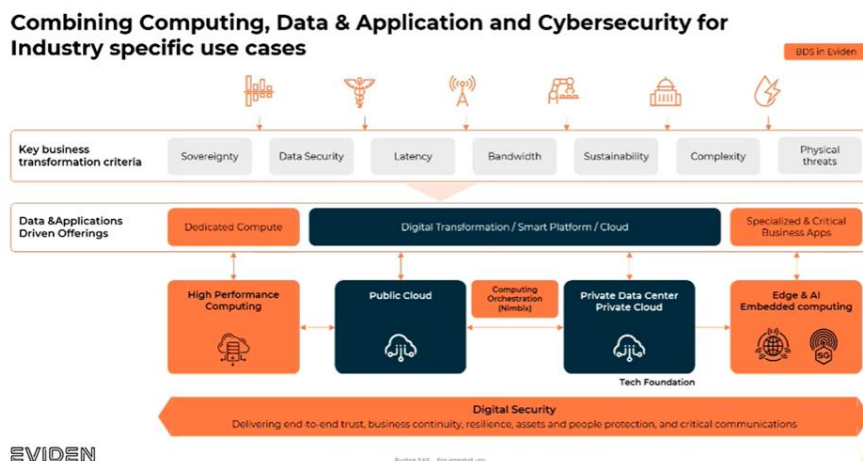


Figure 3: BDS offerings

Since April 3d 2023, BDS operates under the Eviden – an Atos business - brand.

Advanced Computing:

With a rich heritage of over 80 years of technological innovation, 2000 patents and a 1100 strong R&D team supported by the Atos Experts & Scientific Communities, BDS is the European leader in High Performance Computing (HPC) and its products include BullSequana X, the energy-efficient supercomputer; BullSequana S, one of the most powerful x86 servers in the world developed to meet the challenges of Big Data; Edge Servers; Quantum computing and AI Solutions.

Digital Security:

In 2022, Gartner analyst ranked BDS #1 in Managed Security Services. BDS Digital Security offerings include multiple security solutions, such as Evidian Identity and Access Management, Trustway Hardware Security Modules, IDnomic Digital Identity, AIsaac Managed Detection and Response or GEMMA Emergency Management.

BDS organization is detailed into [“BDS Blueprint”](#) document, available on [BDS collaborative workspaces](#).

4.1.2.3 About OneCloud

The business line’s mission is to deliver the promise of cloud to our customers. The OneCloud organization delivers services to customers in many different regions and industries. The OneCloud portfolio consist off several building blocks for Advise (Advisory), Build (Design & Build) and Run (Operations), as shown in picture below.

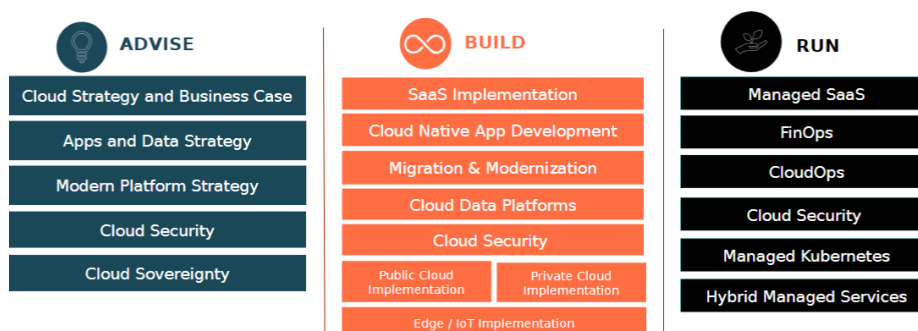


Figure 4: OneCloud offerings

4.2 Needs and expectations of interested parties

Atos analyzes the needs and expectations of its stakeholders and the environment in which it operates in relation to Atos's overall [Vision and Ambition](#). The outcomes of this analysis and the associated challenges help shape its strategy and the specific implementation of the Atos Integrated Management System (AIMS), thereby determining the way Atos operates and the portfolio it offers to the market. Once a year, Atos runs Enterprise Risk Management workshops to identify specific operational objectives and plans with associated ownership

BDS Strategy & Innovation analyzes the needs and expectations of its stakeholders and the environment in which it operates through market studies, commercial events, user workshops, innovation workshops.

UCC analyzes the needs and expectations of its stakeholders and the environment in which it operates in relation to Atos overall Vision and Ambition. The outcomes of this analysis and the associated challenges help shape its strategy and the specific implementation of the Atos Integrated Management System (AIMS), thereby determining the way UCC operates and the portfolio it offers to the market. For UCC and its ECO label strategy, there are binding obligations to meet the contractual requirements for the following eco labels:

- ENERGY STAR
- Blue Angel (Blauer Engel)

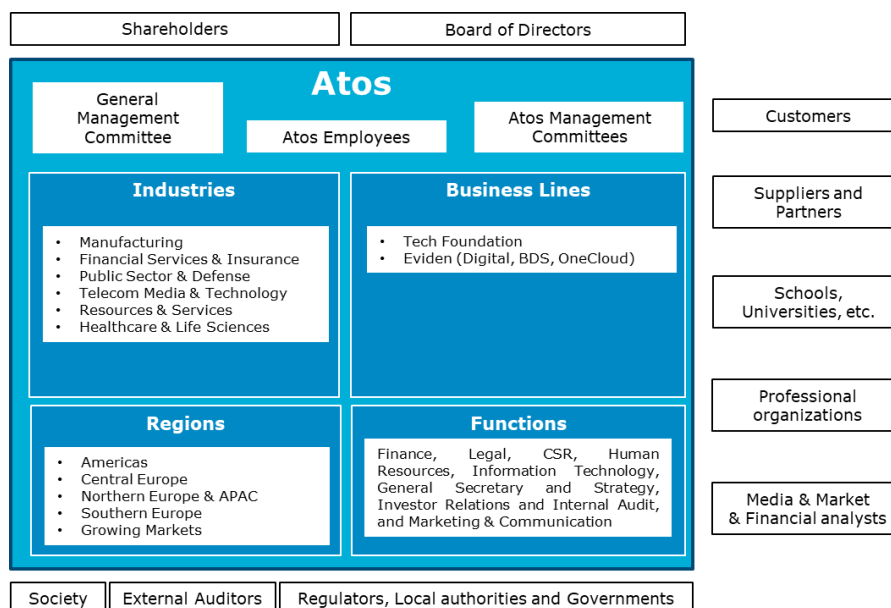


Figure 5: Atos Interested Parties

Atos Interested parties	Main interests
Customers	Products and services delivered in time, on budget and with the required quality and security including compliance with the regulatory obligations of the customer
Board of Directors	Atos Management executing the agreed strategy BDS strategy, defined by BDS EXCOM, agreed by Board, executed by BDS EXCOM
Atos Employees	Safe working place, commensurate rewarding & recognition, interesting job, career opportunities, flexibility, Business ethics
Schools, universities	Training opportunities; trainees and job proposal; attractiveness

Atos Interested parties	Main interests
Suppliers and Partners	Reliable and mutually beneficial relationships, safeguarding business continuity
Shareholders	Profitable growth and delivery of performance commitments, influence on strategy
Professional organizations	Knowledge sharing, future preparation and compliance
Regulators, Local Authorities and Governments	Compliance to local and international legislation or regulatory requirements Compliance to publicly funded R&D programs Contribution to national/European economic growth
Society	Social and environmental responsibility
External auditors	Transparency and quality of information to allow sound opinion
Media, Markets and Financial analysts	Clear messages, available and reliable information. Sustainable communication channels, innovative and competitive portfolio

4.3 Scope of the Atos Integrated Management System

Atos Integrated Management System, referred to as AIMS, integrates all Atos Management Systems: QMS – Quality Management System, ISMS – Information Security Management System, ITSMS - IT Service Management System and EMS – Environmental Management System into one complete process framework and in accordance with relevant ISO requirements (ISO 9001, ISO/IEC 27001, ISO/IEC 20000-1 and ISO 14001, respectively) enabling Atos entities to work as a single organization with unified objectives.

The scope of AIMS as defined in this document relates to all Atos processes and procedures and applies to all Atos entities worldwide.

AIMS is also a key enabler for Atos ISO certification and global Quality initiatives, such as ISO Multisite Certification Program.

Atos AIMS certification scope objective is to go to:

- ▶ full deployment of ISO 9001 and ISO/IEC 27001, covering all its units with headcount above 500 or smaller Unit with a business reason to demonstrate its commitment to Client and Security ensuring worldwide the same processes and services as well as security level
- ▶ Deployment of ISO/IEC 20000-1 where applicable based on Business lines specific requirements, covering all relevant units to demonstrate its commitment to service management ensuring worldwide the consistent processes and services
- ▶ Ambitious deployment of ISO 14001 covering all core datacenters (colocation excluded) and offices with more than 500 internal employees assigned to the site by HR.

BDS Strategy is to certify a BDS unit, combination of a legal entity and a site, against a standard, when:

- ▶ it is a customer's or a partner's contractual requirement or
- ▶ a management decision (joined Region/GDC & GBL Mngt), derived from overall business strategy or risks (e.g., Information Security, Health & Safety, Environment, Quality...).

In both cases, the management provides adequate resources & budget for the system implementation and maintenance, and the certification process.

UCC objective follows Atos AIMS and its certification scope objective to go to:

- ▶ full deployment of ISO 9001 and ISO/IEC 27001, covering all its entities to demonstrate its commitment to Client and Security ensuring worldwide the same processes and services as well as security level.
- ▶ ambitious deployment of ISO 14001 covering all strategic datacenters (colocation excluded) and offices with more than 500 people (all employees internal and external including nonpermanent (temporary and subcontracted) and part-time employees assigned to the site by HR)
- ▶ demonstrate ISO norm compliance for UCC Business scope "Integrated Communications and Collaboration Solutions", documented in the Atos ISO Multisite Certificates (MSC) for ISO 9001, ISO 14001 and ISO/IEC 27001

ISO 14001 scope limitation: The certification scope is limited compared to the scope of the Atos Environmental Management System. Excluded from the certification scope are activities and sites related to production, assembly, and transport/logistics of Atos products.

Among all UCC entities, Global Quality, Environmental and Information Security Teams manage the comprehensive list of ISO 9001, 27001 & 14001 certified entities in scope of the multi-site certification program, and all other certifications based on data provided by the Global Departments, the GBUs and Countries.

UCC Strategy is to certify a UCC unit, a combination of a legal entity and a site, against a standard, when:

- ▶ it is a customer's or a partner's contractual requirement or
- ▶ it is necessary to fulfil a local legal requirement
- ▶ a management decision requires it (Country, RBU, GDC Management request & EXCOM approval), derived from overall business strategy or to mitigate risks (e.g., Information Security, Health & Safety, Environment, Quality, business related requirements, ...).

In all cases, the UCC management provides adequate resources & budget for the system implementation and maintenance, and the certification process.

Among all Atos entities, Group Quality Team manages the comprehensive list of ISO 9001, 20000-1, 27001 & 14001 certified Units in scope of the ISO Multisite Certification program, and all other (also local ISO) certifications based on data provided by the Business lines and the Regions, into ISO MSC scope tool.

- ▶ Group ISO MSC certificates are **valid for the scope stated on the first page** of each certificate and **limited to the legal entities and addresses listed in the appendixes**.
 - NB: Manufacturing, Logistics and Transport activities are out of scope of Environment (ISO 14001) certification.
- ▶ ISO MSC **certificates** are published on SharePoint [here](#).

Quality Management:

Quality Management System (QMS) is applicable to all Atos entities, with governance of Group Quality, is aligned with requirements of ISO 9001 to enable Atos units ISO certifications according to global objectives and/or business needs.

Requirements of ISO 9001 certification are applicable to Atos certified units.

Each certified Atos Organization documents its Quality Management scope (products and services covered) and specificities, and, when needed, manages a local QMS to complement Atos standard processes (see [4.4.2](#)).

Information Security Management:

Information Security Management System (ISMS) is applicable to all Atos entities, with governance of Group Security, is aligned with requirements of ISO/IEC 27001 to enable Atos units ISO certifications according to global objectives and/or business needs.

Requirements of ISO/IEC 27001 certification are applicable to Atos certified units.

Each certified Atos unit documents its Security Management scope (activities covered and interfaces or dependencies to other organizations), Statement of Applicability (SOA) and specificities and, when needed, participates to the update of the appropriate local ISMS.

IT Service Management:

IT Service Management System (ITSMS) is applicable to all applicable Atos entities, with governance of Group IT Service Management, is aligned with requirements of ISO/IEC 20000-1 to enable Atos entities ISO certifications according to business needs.

Requirements of ISO/IEC 20000-1 certification are applicable to Atos certified units.

Each certified Atos unit documents its IT Service Management scope (services covered), and specificities, and, when needed, manages unit's SMS to complement Atos standard processes.

Environmental Management:

Environmental Management System (EMS) is applicable to all applicable Atos entities, with governance of Group Environment, as described in the [Atos Group EMS](#) and in particular in the AEMSM (Atos Environmental Management System Manual); [document hosted in the EMS published storage area](#). The Group EMS is aligned with requirements of ISO 14001 to enable Atos entities ISO certifications according to global objectives and/or business needs.

Requirements of ISO 14001 certification are applicable to Atos certified locations.

Each Atos certified location documents its Environmental Management scope and specificities and, when needed, contributes to update the appropriate local (country) EMS.

Other certifications

Some Atos entities are certified against:

- Defense and Aeronautics: EN 9100; NATO AQAP 2110
- Automotive: Tisax
- Health & Safety: ISO 45001
- Radioprotection: CEFRI E
- Information Security: SSAE 18 SOC 2 report, CREST certification
- Information Security in the Cloud: ANSSI SecNumCloud
- Software development quality: ISO 33000
- Local ISO certification for ISO 14001 (when justified or not in scope of MSC, like Manufacturing, Logistics and Transport activities activities)
- GHG emission: ISO 14064-1 following special requests
- European Military Aviation Requirements (EMARs) 21G & 145
- Testing & calibration laboratories: ISO 17025
- Electronic Signatures and Infrastructures (ESI): ETSI EN 319 401
- Bio-based certifications in the Netherlands.

► When the case, it is stated in their Management System Overview, and they manage locally the appropriate management systems and these certifications.

Other local ISO certifications may be available at business unit level and referenced to in their Management System.

► The Management System brings other benefits such as high-level recognition by key third parties:

- GRI (Global Report Initiative)
- CDP (Carbon Disclosure Project)
- DJSI (Dow Jones Sustainability Index)
- EcoVadis

4.4 Management System and its processes

4.4.1 Atos Integrated Management System (AIMS)

As illustrated in Figure 6: Atos Integrated Management System (AIMS) referred to as [AIMS](#), integrates all Atos Management Systems (Quality, Security, IT Service and Environmental Management System) into one complete framework and in accordance to relevant ISO requirements.

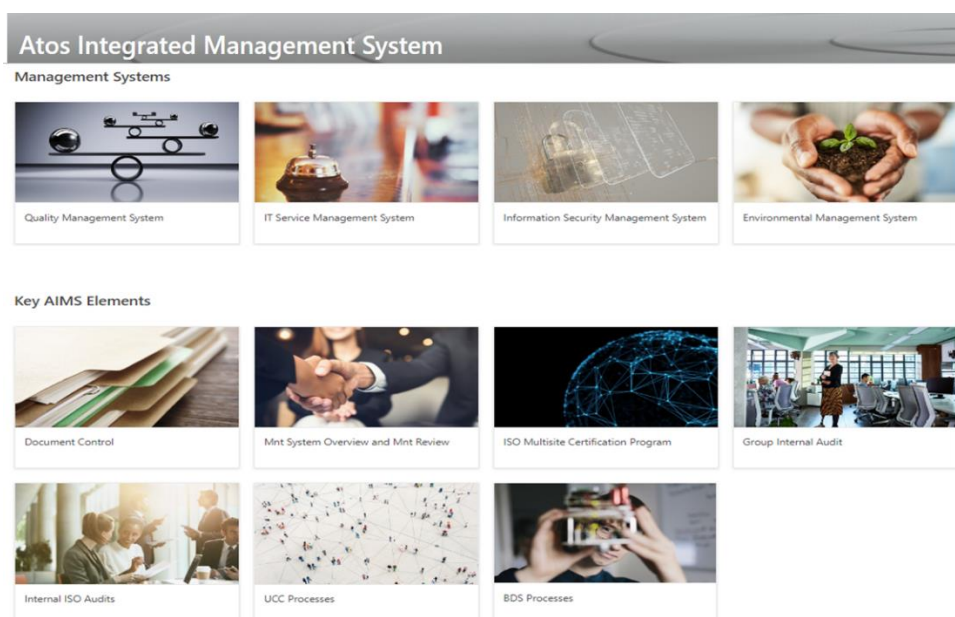


Figure 6: Atos Integrated Management System (AIMS)

- ▶ **Group Quality** is managing Atos Quality Management System (QMS) under AIMS, according to ISO 9001 requirements
- ▶ **Group IT Service Management** is managing Atos IT Service Management System (ITSMS) under AIMS, according to ISO/IEC 20000-1 requirements
- ▶ **Group Security** is managing Atos Information Security Management System (ISMS) under AIMS, according to ISO/IEC 27001 requirements
- ▶ **Group Environment** is managing Atos Environmental Management System (EMS) under AIMS, according to ISO 14001 requirements
- ▶ **AIMS Core documentation** includes this AMSM and the related documentation. This AMSM is the starting document for the four Management Systems, mentioned above, also integrating the ISO High Level Structure parts, such as Document Control, ISO Audit process, Customer Satisfaction process and Management Review, etc.
- ▶ **Document Control** includes the supporting processes relating to Control of Documented Information in Atos.
- ▶ **Management System Review** includes the supporting documents relating to AIMS Management System Reviews.
- ▶ **ISO Multisite Certification Program** includes all shared documentation for internal and external ISO audits preparation and execution under Multisite Certification Program, and also scope description, as well as repository of ISO Multisite certificates.
- ▶ **Business lines** lead respectively operations specific processes.

4.4.2 Atos Process Models

[Atos Business Process Management](#) is the reference starting with Prospecting-to-Order (P2O), followed by Order-to-Cash (O2C), Purchase-to-Pay (P2P), Workforce Management & HR (WHR), Asset Lifecycle & Liability Management (ALM) and Offering-Lifecycle-Management (OLM). Atos BPM Framework is developed based on Business Process Management principles, concepts and tooling. It focuses on company-wide end-to-end processes, taking into account Business Model specificities.

Business Process Management (BPM) initiates new ways to think about effectiveness and efficiency of business processes, removing silos and ensuring collaboration between operations and support functions. BPM is the basis for continuous improvement and compliance monitoring.

Governance Risk & Compliance (GRC) activities are embedded in each KTP and overall described by this AMSM.

Order to Cash (O2C) delivery process, is specialized into business delivery models, gathering detailed processes, templates & tools:

- ▶ **Project Delivery:** Project & Program management processes are defined & maintained by [Global Program Management](#)
- ▶ **Software Development & Lifecycles-and-Methodologies, Application Management & Continual Service Delivery:** [Atos Service Management Model \(ASMM\)](#), defined & maintained by ITSM team
- ▶ **Product Delivery:** [BDS Processes](#) defined and maintained by BDS & [UCC Processes](#) defined and maintained by UCC

Processes	Interactions	Purposes
PROSPECTING TO ORDER - P2O	uses Offerings created and managed by OLM,	to transform business opportunities into customers' orders.
ORDER TO CASH - O2C	uses customer orders won by P2O,	to successfully deliver the order to the customer and collect associated cash.
PURCHASE TO PAY - P2P	uses request needs for goods and/services coming from other processes	to negotiate & contract the requested goods or services at the best Quality, Cost and Delivery conditions.
WORKFORCE MGT & HUMAN RESOURCES - WHR	uses resource requests sent by the other processes,	to provide each KTP with the requested skills.
OFFERING LIFECYCLE MANAGEMENT - OLM	uses Market requirements or P2O specific customer needs,	to provide P2O with winning offerings.
ASSET & LIABILITY MGT - ALM	uses P2P purchased IT and P2P purchase IT needs,	to manage Atos owned and leased assets and related obligations in order to ensure best (re-use) of resources to cover the needs of the other processes.
ENTERPRISE PERFORMANCE MANAGEMENT - EPM	uses data recorded by the other processes,	to provide each KTP with consistent KPIs enabling decision making.
SOCIAL COLLABORATION & KNOWLEDGE SHARING - SC&KS	uses information requests sent by the other processes,	to provide each KTP with consistent knowledge through collaborative communities and common knowledge platform, thus improving the business benefit

Processes	Interactions	Purposes
		generated from improved collaboration.

More specific interactions between processes can be found in the lower levels of Atos Process Framework.

Risks and mitigations for these processes are defined into the Atos Book of Internal Control, see [Figure 7: Book of Internal Control](#)

For BDS:

BDS applies the following processes with some changes, needed to cover BDS specific activities. BDS additional documents (e.g., procedures, templates...) to complement AIMS are accessible via the [BDS processes library](#).

- ▶ O2C **"Projects delivery"**: Management ([GPM](#)) & Engineering processes ([ASMM - Software Development Life Cycle \(SDLC\)](#)), documents & tools.
 - BDS aligns to GPM & ASMM principles and uses alternative solutions detailed in this Manual in place of the requirements based on governance or tools external to BDS.
- ▶ O2C **"Continuous Service delivery"**: [Group IT Service Management System](#);
 - BDS Service Management System is composed of locally managed Service Management Systems due to the specifics of services covered by Cybersecurity Services GBL; they are aligned with Group IT Service Management System Policy.
 - BDS aligns to ITIL principles, and uses alternative solutions detailed in this MSO and in the Service Management Plans, in place of IT SMS requirements related to Global Operations' governance or tools;
 - Exceptions to the Service Delivery processes ([ASMM](#)), due to contractual reasons, are validated by the account governance, and do not require - ITSM, Tooling & internal automation Global Process Owners approval.
- ▶ O2C **"Product delivery"**: [BDS processes](#), grouping:
 - Bull Supply Chain & Manufacturing processes ([SC&M](#));
 - Avantix or CVC former processes ([MCS Atlante](#));
 - [HPC-SPOX processes](#);
- ▶ OLM **"Offering Lifecycle"**: [Offering Lifecycle Management](#)
 - BDS applies Group OLM process for all Offerings.
 - In addition, for BDS Offerings developed in Waterfall mode, BDS performs Quality Gates at the end of each stage, using the "Q Gate template" published in the [BDS processes library](#).

Specific cases:

- ▶ **Client requirements**
GPM and ASMM are used in BDS by default when no specific requirement from client or another standard, is required.
When required by the client and contractually agreed, specific customer delivery process may be used instead of default models (e.g., Aerospace ECSS framework).
- ▶ **Company acquisition**
During the transition from acquired companies' Management Systems to AIMS, differences to AMSM, BIC or BDS MSO on a certified perimeter are documented into a local document, approved by the Global BDS GBL Quality Manager(s).
Documents from former Management Systems of acquired companies, with no equivalent in the Group, are added and maintained in [BDS Management System](#).

BDS Management System is available here on [SharePoint](#).

For Unified Communications and Collaboration (UCC)

- ▶ Quality Key controls for ISO 9001
- ▶ Environmental Key controls for ISO 14001
- ▶ Security key control framework for ISO/IEC 27001
- ▶ IT service management controls for ISO/IEC 20000-1
- ▶ Closing file, Permanent file to document accounting positions.

To ensure the application and the effectiveness of the controls, the process owners have the duty to deploy them in their organization via procedures / work instructions.

The effectiveness of those controls (sampling) is measured annually by the 2nd line of defense through Self-Assessment and/or evidence-based testing and by the 3rd line of defense through internal audit assignments.

The BIC is reviewed at least once a year in order to adapt controls with the business requirements.

[BIC controls](#) applicable to BDS are limited to:

- ▶ Order to Cash (O2C) and Offering Lifecycle Management (OLM) processes,
- ▶ Where BDS or a BDS GBL is listed in the BIC "applicability" column.

5 Leadership

5.1 Leadership & commitment

5.1.1 General

Atos management is committed to establishing, maintaining, and improving the Atos Integrated Management System (AIMS) by setting up strong governance in all levels of the organization with clear definition, assignment and empowerment of contributing roles.



Figure 8: Atos Management Committee

Management Committee

Under the leadership of the Atos Group Management Committee (GMC), is to develop and execute Atos group strategy to ensure value is delivered to customers, shareholders and employees. The application of group strategy is communicated and managed through the management lines and monitored via regular reviews. By implementing the new Atos group transformation and organization, Atos supports the clients additionally in achieving their digital transformation in order to gain and sustain competitiveness.

Other Committees

In addition to the GMC, several committees have been set up to address specific topics of the Atos Integrated Management System on a strategic level with participation and leadership of executive management of the Atos entities:

- ▶ **Group Quality Steering Committee** prepared by the Group Quality Management and chaired by EVP Group Quality (Chief Quality and Customer Satisfaction Officer)
- ▶ **Group Security Committee** prepared by the Head of Global Security (Chief Security Officer) and chaired by the Group EVP BDS and Global Security
- ▶ **Group Service Management Committee** prepared and chaired by the Group Service Management Officer (Global Process Head)
- ▶ **Group Environment /EMS Committee** prepared by the Group EMS Manager in charge of the Atos EMS and chaired by Group Head of Corporate Social Responsibility
- ▶ **Atos IT Management (AIM) Meetings** chaired by the Group Chief Information Officer
- ▶ **Group Risk Management Committee** chaired by the Group Senior Vice President of Bid control and Business Risk Management
- ▶ **HR Management Meetings** led by Group Executive Vice President Human Resources

- ▶ **Corporate Social Responsibility Committee** prepared by the Group Head of Corporate Social Responsibility and chaired by the Chief Strategy & Sustainability Officer and General Secretary.

Furthermore, Atos entities have established the relevant governance committees to ensure compliance with the requirements of AMSM.

BDS governance is detailed into "BDS [Blueprint](#)" document.

[BDS process owners](#) are nominated by BDS executive committee and published on SharePoint.

For Unified Communications and Collaboration (UCC)

UCC executive committee (EXCOM) has assigned a global Quality team to ensure that the policies and procedures needed for UCC specific Management Systems are defined, implemented, maintained and continually improved across all UCC entities in the scope of this QMS, EMS and ISMS.

5.1.2 Customer focus

Customer relationship management is driven at 2 levels:

- ▶ **"Account Executive"** of the account is the P&L owner, fully responsible for the overall management of the client account and accountable for all dimensions of an account, with a particular focus on sales and growth
- ▶ **"Account Service Manager"** responsible for managing end-to-end "Run" delivery and coordinating delivery teams from different Business Lines (SDMs)

These processes are formalized as part of our Customer Experience improvement process and lead to specific actions from dedicated customer plan, Critical to Quality or innovation workshop to Service / Product portfolio enhancement.

5.2 Policies

To ensure Atos employees are aware of policies and procedures applicable to all worldwide, all Atos employees have access to these Atos group policies via the Atos Global Intranet, SharePoint, where they are available under [the Group Policies pages](#). They include the [Group Quality Policy](#), the [Group Information Security Policy](#), [IT Service Management Policy](#) and the [Environmental Policy](#).

All Atos entities are responsible for the implementation and monitoring of the application of these policies under the supervision of the above executive committees. All Atos entities are accountable for the application of the group policies within their respective areas of business. Atos entities may also complement to the Group policies to accommodate local regulations and regional business requirements or specific to the business models of each Atos entity. Moreover, the implementation, communication, and application of any additional policy, meant to address specific business requirements, remain under the full responsibility of the concerned Regions.

Policy statements for additional standards may be defined locally, validated by the local management representative, and published locally.

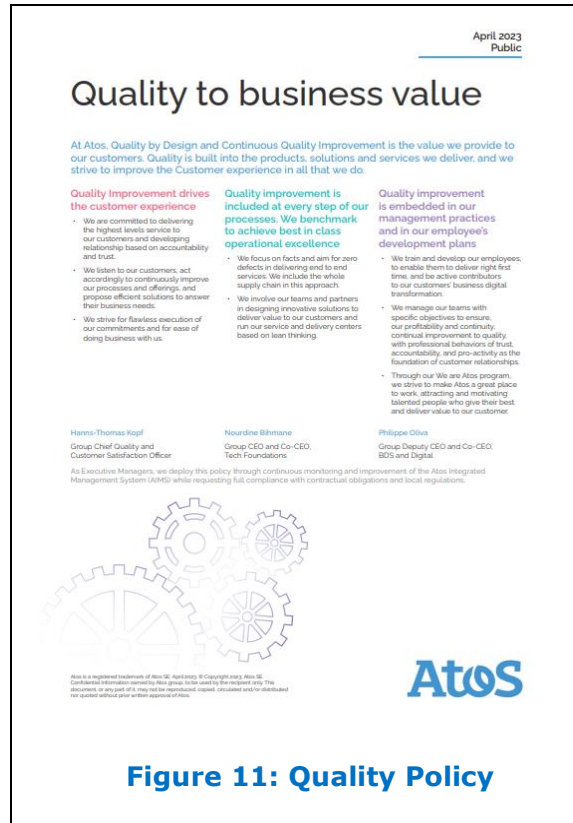


Figure 11: Quality Policy



Figure 12: Information Security Policy poster



Figure 9: Service Mngt policy



Figure 10: Environmental policy

5.3 Organizational roles, responsibilities, and authorities

Quality

Atos top management has assigned a Chief Quality & Customer Satisfaction Officer to ensure that the policies and procedures needed for Atos Quality Management System (QMS) are defined, implemented, maintained, and continually improved across all Atos entities in the scope of this QMS. QMS is part of Atos Integrated Management System (AIMS).

Chief Quality & Customer Satisfaction Officer is accountable for evaluating the effectiveness of Atos QMS across all organizational entities in scope and to report on its effectiveness to Atos top management.

Chief Quality & Customer Satisfaction Officer is accountable for ISO 9001 certification scope of QMS and governance over Atos ISO Multisite Certification Program.

He/she is also responsible to liaise with:

- ▶ Group Chief Security Officer who is responsible for the governance and management of Atos Information Security Management System
- ▶ Group EMS Manager who is responsible for the governance and management of Atos Environmental Management System
- ▶ Group IT Service Management Head who is responsible for Atos IT Service Management System
- ▶ Enterprise Risk Management owned by Group Internal Audit (GIA)
- ▶ Group Bid Control & Business Risk Management.
- ▶ External parties relating to this Quality Management System, including External Certification Body providing auditing services to Atos under ISO MSC Program

The Atos entities' quality roles are responsible for the implementation of the requirements of Atos Quality Management System within their organizations.

For BDS

[BDS Organizational charts](#) are published on SharePoint; [BDS job descriptions](#) are detailed into [BDS Blueprint](#) document.

BDS top management appoints a BDS Head of Quality to ensure that the policies and procedures needed for BDS Quality Management System (QMS) are defined, implemented, maintained, and continually improved across all BDS entities in scope of this QMS and in conformity with the ISO 9001 standard.

The BDS Head of Quality is accountable for evaluating the performance of BDS QMS across all organizational entities in scope, for reporting this performance and opportunities for improvement to BDS top management and for promoting customer orientation into BDS.

The BDS Head of Quality is accountable for ensuring that the integrity of the management system is maintained when changes are planned and implemented.

BDS Head of Quality is supported by:

- ▶ BDS Customer Satisfaction (CSAT) & Certification Manager for customer satisfaction surveys and ISO 9001 certifications management,
- ▶ BDS Internal audits manager,
- ▶ Risk Internal Control coordinator (RICC) and GBL Internal Control Managers (ICM) for the internal control,

- ▶ [BDS entities' Quality Managers](#) for additional certifications & implementation of the requirements of the QMS within their perimeters.

For Unified Communications and Collaboration (UCC)

The [UCC Quality Organization](#) is accountable for the management and evaluating the effectiveness of UCC QMS & EMS across the UCC organization in scope and to report on its effectiveness to the UCC CEO/COO and EXCOM.

The UCC entity Single Point of Contact roles (Country SPOCs) are responsible for the implementation of the requirements of the Quality, Environmental and / or Information Security Management System within their organizations and/or regions.

Security

Atos top management has appointed a Group Chief Security Officer to ensure that the policies and procedures needed for Atos Information Security Management System (ISMS) are defined, implemented, maintained and continually improved across all Atos entities in scope of this ISMS. The ISMS is part of Atos Integrated Management System (AIMS).

Group Chief Security Officer is accountable for evaluating the performance of Atos ISMS across all organizational entities in scope and for reporting it to Atos top management.

Group Chief Security Officer is accountable for ISO/IEC 27001 certification scope of ISMS.

The Atos entities' security roles are responsible for the implementation of the requirements of this Information Security Management System within their organizations.

For BDS:

Atos Group Security organization established a role of Global Business Security Officer and assigned the GBSO to BDS to ensure that the policies and procedures needed for BDS Information Security Management System (ISMS) are defined, implemented, maintained, and continually improved across all BDS entities in scope of this ISMS.

The Global BDS BSO is accountable for evaluating the performance of BDS ISMS across all organizational entities in scope, for reporting it to BDS top management, liaison with Atos Group Security and other internal stakeholders.

BDS GBSO is assisted by:

- ▶ In the RBUs,
 - BDS Business Security Officer (BSO) and BDS Security Officers (SO) for the implementation of the requirements of the ISMS within their organizations,
 - BDS entities' Client Security Managers (CSM) for the management of the security requirements of the clients,
- ▶ Outside of BDS, other Atos Group Security roles.

IT Service

Atos top management has appointed a Group Service Management Officer to ensure that the policies and procedures needed for Atos Service Management System (SMS) are defined, implemented, maintained and continually improved across all Atos entities in scope of this SMS. The SMS is part of this Atos Integrated Management System.

Group Service Management Officer is accountable for evaluating the performance of Atos SMS across all organizational entities in scope and for reporting it to Atos top management. Group Service Management Officer is accountable for ISO/IEC 20000-1 certification scope of ITSMS. The Atos entities' Service management roles are responsible for the implementation of the requirements of this Service Management System within their entities.

For BDS:

BDS certified entities' top management appoints roles responsible for ensuring that the Service Management System across BDS certified entities conforms to the requirements of ISO 20000-1, and for reporting on the performance of the SMS and the services to the entity's top management.

Environment

Atos Top management has appointed a Group EMS Manager to ensure that the policies and procedures needed for Atos Environment Management System (EMS) are defined, implemented, maintained and continually improved across all Atos entities in scope of this EMS. The EMS is part of this Integrated Management System.

The Group EMS Manager is accountable for evaluating the performance of Atos EMS across all organizational entities in scope and for reporting it to Atos top management.

Group EMS Manager is accountable for ISO 14001 certification scope of EMS.

The Atos entities' environmental roles, named also as local EMS managers, are responsible for the implementation of the requirements of this Environment Management System within their organizations.

For BDS:

BDS top management appoints the Global BDS Corporate Social Responsibility (CSR) manager, which includes the EMS responsibility, to liaise with Group and Countries EMS Managers, for all BDS activities.

Compliance

Atos top management has appointed a Group Compliance Officer to ensure that the Code of Ethics and Global Ethics & Compliance Policy (GE&CP), together with the related procedures, guidelines and materials that form the framework of the Compliance Management are defined, implemented, maintained and continually improved across all entities. The implementation of the GE&CP's rules is subject to the Atos group's monitoring and audit system.

Management Representatives

Quality: Chief Quality & Customer Satisfaction Officer

Security: Group Chief Security Officer

IT Service: Group IT Service Management Officer

Environment: Group EMS Manager

Compliance: Group Compliance Officer

BDS Management Systems owners

Quality: see the list of [BDS Process Owners](#) for each Key Transversal Process,

Security: Global BDS Business Security Officer,

Environment: Global BDS CSR Manager,

Service: Head of Global Delivery Service Management Domain (GDC PL BDS) and Paladion Quality Manager (GDC India Paladion activities).

6 Planning

6.1 Actions to address risks and opportunities

Atos has defined its risk management organization to address risks & opportunities at the strategic, tactical and operational levels, and documented it in [Atos Risk Policy](#).



Figure 11: High level Representation of 'tracks' within the risk organization

Atos distinguishes 5 layers of risks:

Product / R&D risk: risks potentially materializing in Product development and related R&D projects

Bid risk: risks potentially materializing in the bidding phase of a contract

Contract risk: risks potentially materializing in the execution phase of a contract

Operations risk: Operational risk is defined as the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. It is more broadly the risk that affects Atos' ability to execute its business plan.

Enterprise risk: risks of a strategic nature related to the company as a whole

For each of these layers there are distinct processes to manage the risks and issues, as described below.

At the strategic level [Enterprise Risk Management \(ERM\)](#) is accountable for providing the Board and the Audit Committee with an opinion on the level of strategic risks. The ERM process includes a global assessment of the main risks (cartography of inherent & residual risks) that may impact Group objectives; mitigations actions are then defined and followed-up to address the top risks.

At the tactical and operational level, [Group Business Risk Management](#) encompasses Risks, Opportunities and Issues Management in Bids and Delivery, supporting Organizational Structure (Group and RBU Risk Management Committees), Tooling (e.g. Risk Registers and Dashboards) and KPIs. Therefore, Group Business Risk Management is primarily focused on securing customer contracts and their execution, i.e., ensuring customer satisfaction and margin improvement. Ongoing Operational Risks, Opportunities and Issues Management are part of the various process descriptions for relevant delivery processes.

Underpinning the Atos delivery processes is the Rainbow Bidding and Delivery frameworks which are applicable across the business for the management of new business and the monitoring of existing contracts.

Rainbow Bidding, see [Figure 12: Rainbow Bidding](#), ensures the responsible governance of the “Prospecting to Order (P2O)” process. It provides the framework and processes for management and approval of new contracts through to the commencement of the delivery phase. The Rainbow bidding process can be configured to suit the size and complexity of the bid.



Figure 12: Rainbow Bidding

- **For BDS:** Specific BDS reviews attendance and authorization rules are defined in Rainbow Bidding process.

Rainbow Delivery, see [Figure 13: Rainbow Delivery](#) ensures the responsible governance of the “Order to Cash (O2C)” process.

After the contract award and the handover to the delivery team, the Rainbow delivery process is engaged for the remainder of the contract.

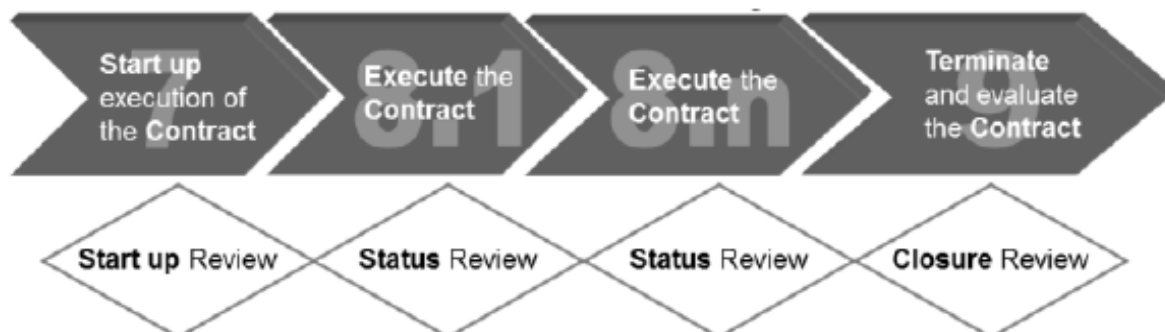


Figure 13: Rainbow Delivery

RAPID process, tools, KPIs and reviews, see [Figure 14: RAPID process](#) ensures the responsible governance of “Offering Lifecycle Management (OLM)” process.

It monitors investments related to new products from the market or customer needs till the end of life of the product.

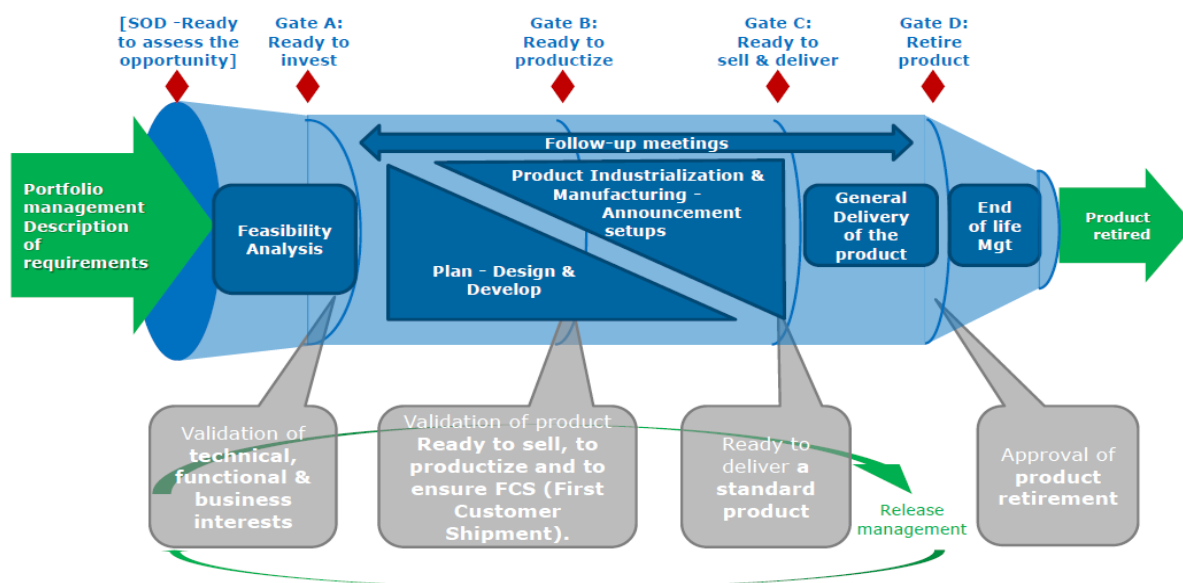


Figure 14: RAPID process

Atos **risk profile** is updated annually under the sponsorship of General Management. The selected methodology involves the managers of the Group evaluating the strategic risks through workshops and questionnaires, their perception of the relative importance (inherent risk) and mitigation effectiveness (residual risk) is consolidated into a risk heat map.

This recurring process allows identifying evolutions from one year to another. Improvement plans for the main residual risks are designed at RBU and Group level, with assigned owners and milestones / timelines for follow-up and completion.

The **risk analysis** presents the Group’s vision of the main business risks, as well as the way those risks are managed. This includes the contracting of several insurance policies to cover primary insurable risks including the protection of Group assets (production sites and datacenters) and people.

- ▶ Operational risks on projects have been managed by the Risk Management function (including a Group Risk Management Committee who meets monthly to review the most significant and challenging contracts). Risks related to logical or physical security are managed through a Security Organization coordinated at Group level.

Control activities have also been defined through the **Book of Internal Control**, see [4.4.3](#), on the basis of main risks identified.

- ▶ **Management system related Risks** are reviewed and managed as part of Management system Reviews.

6.2 Objectives and planning to achieve them

The Strategic Objectives of the business are set by the Atos Board of Directors, are implemented by the Group Management Committee, and supported by local committees.

Atos management has established a Balanced Score Card, see [Figure 15: Balanced Scorecard](#), including, but not exhaustive to, External Revenue, Operating Margin, Financial, HR, Quality, Environment and Security targets. These objectives are cascaded, based on the Balanced Score Card principles, into the personal objectives that every employee manages through "Atos Global performance Management tool"

The management cycle is complemented by the budget cycle, providing a bottom-up commitment to objectives assigned.

Regular reporting, such as ESM (Executive Summary Memorandum) calls (both financial and operational), or Quality Dashboards are used to monitor the achievement of objectives. Results are evaluated on a regular basis and analyzed during quarterly Quality Steering Committees.



Figure 15: Balanced Scorecard

Implementation plans derived from the Atos business strategy are produced, reviewed, and approved by the Atos Group Management Committee on a semester basis. The business plan, budget and organizational structure are (re)designed to enable the delivery of the business strategy.

6.3 Planning of changes

AIMS is periodically reviewed to address the new requirements, to adapt to changes in business conditions or strategy and to meet the needs from improvement plans. Policy statements are defined in the various functional areas to support the realization of business strategy.

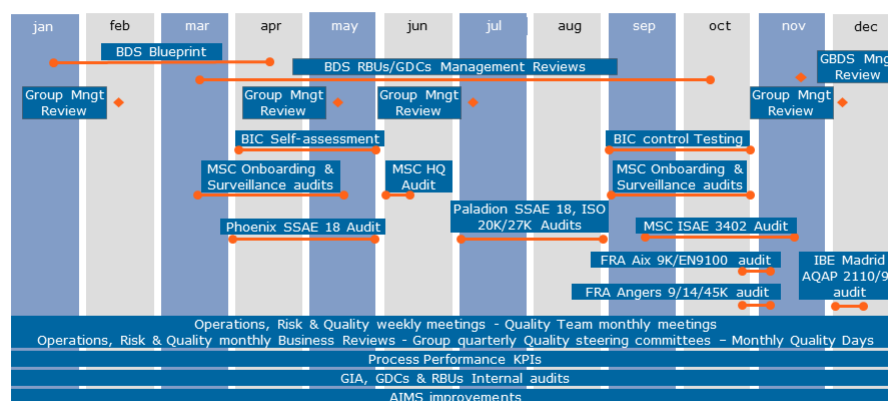
AIMS is updated at least once a year following the Management Review at the Quality Steering committee, taking into account feedback from ERM and as needed, any major change impacting the Management system.

Changes or modifications to AIMS are handled in a globally planned and controlled manner such that its integrity is not compromised.

For BDS

BDS Management System is periodically reviewed during the Quality, Security, Service or Environment Management Reviews and updated to address the new requirements, to adapt to changes in business conditions or strategy and to meet the needs from improvement plans.

BDS Quality Master Plan



1 | 24-Apr-23 | Global BDS | Quality | © Atos - For internal use

Atos

Figure 16: BDS Quality Master Plan

Changes in BDS QMS are published into the [BDS Processes News](#) on SharePoint.

7 Support

7.1 Resources

7.1.1 General

Atos is committed to determine and provide the resources needed to implement, maintain and improve the Atos Integrated Management System.

Operational Managers are in charge of assigning necessary resources and budget to satisfy customers' requirements and needs, thus improving their satisfaction.

HR, IT, Procurement and Logistics & Housing departments support them in this task.

7.1.2 People

Atos designs its Human Resources function with the leading objective that HR will help Atos to achieve a Tier 1 player position in our industry and lead change as a true business partner. HR consists of HR Digitization and Services, Corporate Expertise Centers, HR Business Operations, and Business Partnership.

Atos standard **Workforce Management System**, see [Figure 17: Workforce Management System](#), ensures the timely allocation of human resources, with the relevant skills, to the customer projects hence to avoid over and / or under capacity as well as to support talent and career paths for employees.

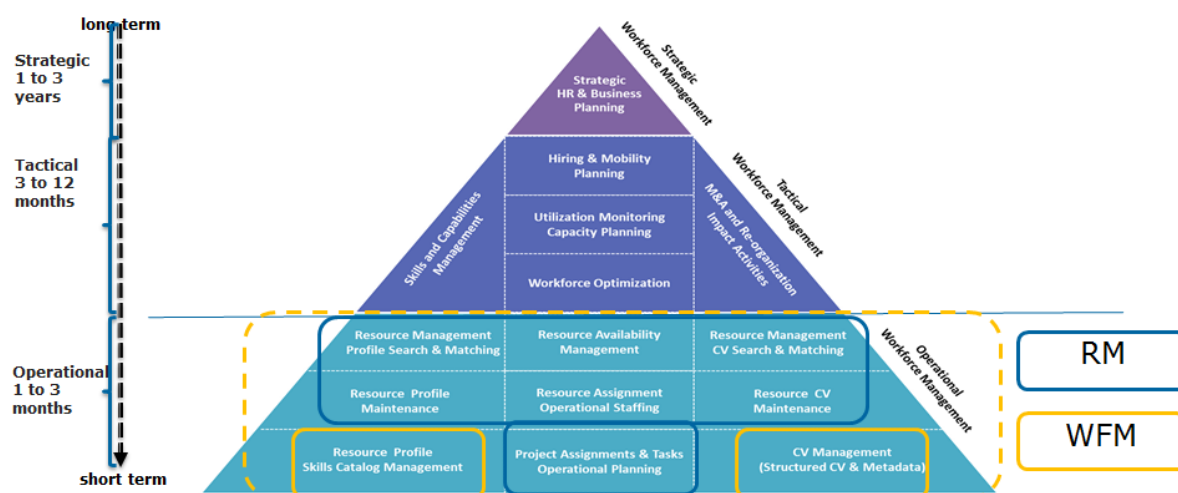


Figure 17: Workforce Management System

The above figure also depicts also which operational activities are mainly assigned to the Resource Managers (RM) who are located in the business, but whose work is executed under the guidance and framework provided by WFM.

7.1.3 Infrastructure

Logistics & Housing ensures suitability of buildings, workspace and utilities for the intended purpose. Changes to buildings, workspaces and utilities are carried out in consultation with architects, contractors and ergonomic experts. Being a provider of leading Global IT Consulting and Services, Atos ensures that its employees are accommodated in a working environment that is commensurate with the work to be performed, such as standard hardware, infrastructure, facilities and the relevant security management system.

Security rules applicable to Atos sites are defined in each "Site Security Manual (SSM)".

7.1.4 Environment for the operation of processes

Non-Physical Environment

Atos IT is a worldwide organization responsible for the governance and management of the full life cycle of all internal/own use IT services, target processes and associated IT systems in collaboration with Atos entities. It owns and develops the enterprise Architecture in line with business requirement including license management.

Sustainable Environment

Atos's Corporate Social Responsibility strategy is core to Atos's strategy and discussed at the highest governance level within the CSR Committee of the Board of Directors and the Board of Directors itself. Beyond, Atos promotes an open dialogue with all stakeholders through regular meetings, especially with the Employee Representatives.

The review of Atos CSR challenges is performed regularly through a materiality assessment that prioritizes the areas where the Group must focus on incorporating best practices in the market, trends in the digital sector, and compliance with existing regulations and international standards. Atos has also developed robust systems and procedures to ensure Corporate Social Responsibility matters are being measured and reported, following Atos integrated thinking and reporting principles.

Through its business strategy, Atos believes in creating significant positive impact to the society:

- ▶ From an environmental perspective, continuing to lead by example and reduce the carbon footprint caused or influenced by Atos. Atos will continue to develop its expertise in the combination of environment and digitalization to contribute to the reduction of emissions caused by digital technologies. Furthermore, smart digital technologies are becoming increasingly important in the fight against carbon emissions.
- ▶ From a social perspective, its digital business strategy considers inclusion and accessibility to the digital workplace. Atos provides state of the art digital experience to improve work efficiency, employees' motivation, and engagement. Atos digital solutions enable access to distance education, creating and maintaining continuity of education, especially in times of pandemic.
- ▶ From a governance perspective, its business strategy contributes to enhance trust towards the era of digital transformation. Atos strives to be recognized as a trustworthy digital company, from a corporate governance, ethics, data security, and safety perspective.

The Atos Corporate Social Responsibility framework is structured in the three dimensions Environment, Social and Governance (ESG) associated with a set of non-financial performance indicators.

To go further, the Universal Registration Document (Chapter 5) and the Integrated Report are published annually and describe the CSR program and its performance.

7.1.5 Monitoring and measurement resources

This requirement does not apply at group level but for the KTPs; each Atos entity shall ensure that, when monitoring or measuring is used to verify the conformity of products or services to requirements, the results are valid and reliable.

For BDS

BDS products are checked before delivery to the client according to their production process, and, when the case, to the client's requirements.

Some physical features such as temperature, size... are usually verified using devices that are calibrated according to the manufacturer's instructions and the relevant regulations, and regularly maintained.

Other features, such as the proper functioning of a software (firmware, operating system, middleware, applications...) or of hardware (USB-external-disk, smartphone, computer, server rack, disk array...) are verified with means adapted to the nature of the product. The verification means must be specified, tested, applied before first delivery and kept up to date in case of evolution of the features to be checked.

When the product is a service, it is unlikely that it requires measurement devices, when it is the case, it is most often done thanks to a software, in such case the accuracy of the software is checked and kept up to date according to the evolutions of the service.

7.1.6 Organizational knowledge

Knowledge necessary for the company is determined on strategic and operational levels. It ranges from experience gathered from daily business, technical state of the art, development of new services up to acquisition of companies with new products and services.

The "[Collective Intelligence](#)" process is key to the capitalization and sharing of information. It enables every Atos employee to access a huge information repository on SharePoint or a comprehensive catalog of trainings in MyLearning and to benefit from colleagues' experience and coaching through collaboration tools.

The following table shows which knowledge we consider necessary and how knowledge will be acquired and maintained:

Necessary knowledge	Sources for acquisition	Maintained in
Applicable laws/regulations	Experience, Lessons learned	SharePoint, MyLearning,
Market trends	Investigations, Analyses	Training Material
Customer needs/expectations	Standards	Policies, Processes, Instructions
Competitors	Training courses & eLearning	Records
Intellectual property	Coaching	Ticketing tools
Improvements	Internal Conference Calls	Meeting Protocols
Changes in technologies	Conferences	Known Error Databases
New technologies	Customers/external providers	

This increase of knowledge is necessary to develop employees' capabilities as defined into chapter 7.2.

7.2 Competence

Atos' [Global Capability Model \(GCM\)](#) is the Atos standard framework for categorizing jobs across Atos and the main standard used to combine personal development with business objectives of the company. It provides an overview of the wide variety of positions in the organization and the different levels of experience and expertise required in each position. In addition, it defines Atos roles, competencies required to perform in a given role and career paths employees can choose within Atos. It also constitutes the basis of core HR-processes such as Recruitment & Selection, Workforce Management, Employee Performance Management, Training & Development and Reward & Recognition programs.



Figure 18: Skills & competencies

Using the GCM throughout the organization enables Atos to deploy the required set of competencies and experience at the disposal of its customers, irrespective of geographical location, see [Figure 18: Skills & competencies](#).

The Atos Competency Model sets out the behaviors, styles, attitudes, and values that are required of all Atos employees.

The Atos competencies are derived from the core values, and they are divided into three focus areas:

- ▶ Personal - including dynamic, creative pragmatism, integrity, personal development, and flexibility
- ▶ Social - including team working, people focus and communication
- ▶ Business orientation including customer, delivery, and profitability focus.

GCM is amended by a Skills Framework for the Information Age (SFIA). SFIA provides a description of skills related to IT jobs. For each job the skill level is matched with a SFIA skill level.

Training and Development

The GCM also supports people development; enabling Atos to meet the future skills needs of the organization and categorize jobs systematically, underpinning the performance evaluation and reward process. An annual plan, taking into account both personal and organizational training needs, is established.

Organizational training needs are identified via a rolling strategic training planning with business responsible. A Global Learning Management Tool and focus on e-learning are two strong pillars in the execution of the Annual Training Plan

A corporate training campus, 'Business Technology Learning Centre' (BTLC) based in Bangalore India has been established to design and deliver a significant catalogue of learning content as well as producing e-learning in best-in-class 'Adaptive Learning' format. Moreover, Atos University is comprised of a number of global training academies that offer programs that have been developed for and target specific communities within Atos. Its various Academies support strategic initiatives and underpin the business strategy.

Atos focuses on continuously developing the digital skills of its employees. It strategically targets the acquisition of certifications which is considered a measurement of success for the learning and development function. Significant effort is applied to encourage learners to take relevant examinations, and the results are monitored closely.

Performance Management

Atos uses a worldwide Performance Management system tool for individual development. Moreover, Score Cards are used to cascade Atos Business Objectives. Performance Reviews are used twice per year to set objectives and measure progress against them to ensure continual improvement goals for every individual in the organization. Regular reviews are conducted for employees to discuss performance with their managers. An Individual Development Plan (IDP) helps identify employees' development, and the strategies for achieving this development.

Moreover, Atos Compensation and Benefits team provides a framework for competitive remuneration and benefits packages in line with local market practice while ensuring consistency between Atos and market practices as well as adherence to budget.

7.3 Awareness

Awareness about the importance of Quality, Information Security, Environment, IT Service Management, Ethics and Compliance and the contribution of every Atos employee to the performance of the processes is addressed by the management through team meetings or Enterprise Social Network communications.

Online global compliance trainings such as, "Code of Ethics", "Cybersecurity & Safety Awareness", "Data Protection including GDPR" & "Environmental program & EMS" are available on [Atos Global Compliance Trainings \(sharepoint.com\)](#).

As an employee of Atos, it is essential that all employees are aware of AIMS, how does AIMS governs, affects, and supports our work in day-to-day activities. "AIMS Awareness Training (MyLearning Course ID:58453)" has been created for the same purpose.

7.4 Communication

Internal and external communications about the Management System use the following channels:

What?	When?	To whom?	How?	Who?
Information about Atos: news, offerings, Atos	Upon update	Externals	Brochures, e-newsletters and websites	Industries, Client Executive Partners

What?	When?	To whom?	How?	Who?
Customer Experience (ACE) workshop			Business Technology & Innovation Center (BTIC) showroom	
Atos Management System Manual Bid or Contract delivery information	Upon request As per plan	Externals	Emails, file servers shared with customers Bid presentations, Steering committees	Bid Managers, Delivery Managers
AIMS documentation, evolution and policies	Upon update	All employees, Externals	Knowledge Management Tool "SharePoint" (SP) Enterprise -collaboration tools	Management teams
AIMS objectives and results	Twice a year	Whole organization	Team meetings, SP, collaboration tools	Management teams
Compliance audit results, SLA Achievements, Customer Satisfaction, Results AIMS review	Upon completion	Group Quality Steering Committee, Quality, Security and Environment organization, Heads of Atos entities	AIMS review: SharePoint & Teams tools SLA: monthly business review meeting CSAT: monthly quality dashboard.	Chief Quality & Customer Satisfaction Officer as the Owner of the AIMS
Universal Registration Document & Integrated Report	Once a year in March	All internal and external parties.	Website, audited report on Quality, Security, Environment results.	CSR & Communication teams, Finance & Investors teams

And in addition, **for BDS:**

What?	When?	To whom?	How?	Who
Information about BDS: news, won deals, nominations, cascaded information pushed by the Group	monthly	Internal All BDS employees	e-newsletters, SharePoint, People in Motion webinars	Marketing & Communication
Information about BDS: Finance, Sales, HR	monthly	BDS Managers	Monthly call	BDS Management Committee
Objectives and results dashboard, Customer Satisfaction results, audit results, Contracts' RAG status, SLAs achievements	monthly	BDS GBL and RBU Quality & Operations Mgt Committees, BDS Quality Managers Heads of Service Management & Global Domain Heads	SharePoint, Webinars	BDS Head of Quality Global Delivery Head

7.5 Documented information

7.5.1 General

All documents, either defining the processes or proving they have been followed, such as:

- ▶ results from design & development process,
- ▶ results of reviewing, monitoring & measuring activities,
- ▶ traceability information, actions taken on nonconformities, audit results, evaluation of external providers, management reviews minutes,

are referred to as “Documented Information” in this AMSM.

7.5.2 Creating and updating documents

Documented Information is managed and administered based on the [Control of Documented Information Policy](#), [Process](#) and as well as on the [Atos Information Classification Policy](#).

They require:

- ▶ identification and description (e.g., a title, date, author and reference number);
- ▶ format (e.g., language, software version, graphics) and media (e.g., paper, electronic);
- ▶ classification (e.g., Public, Atos for internal use, Atos Confidential, Atos Secret);
- ▶ review and approval for suitability and adequacy.

The Documentation Owner is accountable for the document content, deployment and full lifecycle with proper control of the Documented Information.

The user is responsible for the correct use of the valid version of the Documented Information, and for handling it accordingly to its classification.

AIMS documents and Atos group policies follow those rules; local Documented Information (most notably: policies, processes, procedures and any evidence proving they have been followed) should also follow these rules.

For BDS: The department or project receiving documented information of external origin is in charge of controlling it and handling it accordingly to its classification.

Consistent format is achieved through Group templates on [Group Brand Portal](#).

7.5.3 Control of documented information

Documented information is managed on EDMS, including releases and permissions, in databases (e.g., customer assets, audit documentation) or on file servers (e.g., SW source code) and available to relevant Atos employees, except for classified information that shall use the relevant protected system, e.g., Defense projects.

It is retained for a minimal period of two years unless otherwise required by local rules and regulations, by the tender’s requirements or by the business / process owners in associated procedures. To the extent global databases are available for archiving and retention (e.g., as a global contract repository) such databases have to be used unless mandatory local rules and regulations stipulate otherwise.

In that case, it is detailed into the local MSO or a specific document.

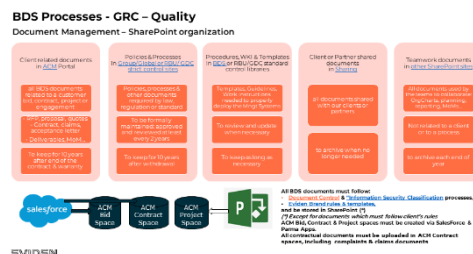
For BDS

All BDS documents must be stored in SharePoint and Sales Portal, except for documents which must follow client's rules

ACM Bid & Project spaces must be created via Salesforce & Parma tools.

Final contractual documents must be uploaded in [ACM Contract spaces, including complaints & claims documents](#).

Documented Information is retained for a minimal period of two years unless otherwise required by local rules and regulations, by the tender's requirements or by the business / process owners in associated procedures. In that case, it is detailed into the local MSO or a dedicated document.



7.6 Procurement and Supplier Management

7.6.1 Procurement

Global Procurement holds the exclusive mandate for management of the world-wide Procurement activity. Procurement CPO is responsible for overall functional management & coordination of the Regions organization and reports to the Head of Global Performance Office. Global Procurement is responsible for the overall Supplier relationship starting from sourcing strategy through to supplier selection, contract negotiation, placing purchase orders in line with the business needs and closing the relationship. Procurement to manage the supplier relationships strategically needs the operational day to day input from Atos Entities as to the performance of the vendor against the contract terms etc.

Atos employees' compliance with the is a key success factor to ensure significant contribution to the profitability of Atos and provide competitive advantage to the business. The Procurement policy applies to Industries, RBU's, Business lines, newly acquired entities and functions as well as Procurement itself. This policy is applicable to all countries, teams and individuals within Atos SE. Any exceptions to the policy will be stated in the relevant sections. Moreover, responsibility for the implementation and ownership of supporting policies are held solely by the Global Procurement organization. The local Procurement policies must only give guidelines on subjects not covered by the [Global Procurement Policy](#) and provide more details where needed.

7.6.2 Supplier management

Day to day supplier performance management is the responsibility of Business Lines and /or the functions. Global Procurement and the Business Lines/functions identify those suppliers that need managing from an importance and risk point of view.

The supplier management team within Procurement is sized to manage the most significant suppliers from a QCDIMS (quality, cost, delivery, innovation, management and sustainability) and governance perspective and works closely with the Business Lines to manage overall performance, risk, claims and innovation. Performance against SLAs, KPIs and/or other contract terms is managed with weekly/ monthly reporting and the correct governance. Other Governance meetings are held quarterly / half yearly / yearly depending on the importance /criticality of the supplier to the business.

7.7 Finance

Group Finance responsibilities include, the reliability and integrity of the financial data, the bid and project control, the credit and cash management, internal and external financing, risk insurance and tax. Group Finance is also responsible for the review and approval of Operational Investments, pension benefits and related investments.

Finance controlling ensures the consistency between Atos' strategy and the management of operations and resources supported by a set of control activities. In addition, the **contract controlling** supports the delivery teams in achieving their financial targets by means of training on pricing and financial processes support on contracts setup as well as the review and validation of contracts' financials.

Group Finance publishes the [Group Reporting Definitions](#). This document summarizes all definitions and rules used within the Group for financial reporting purposes. It is complementary to the Group Chart of Accounts manual. Before publishing a new GRD version, the modifications are validated by the Group CFO and the Group SVP Controlling and Reporting.

7.8 Legal, Compliance & Contract Management

Group Legal, Compliance & Contract Management (LCM) supports the Management System Objectives, by acting as strategic and business-oriented partner and by helping to manage business risks in a way commensurate with the company strategy, but also in accordance with Law, Regulatory and Compliance requirements. The main principles for the alignment of the company strategy with laws and regulations are detailed in the [Code of Ethics](#) and [Group Ethics and Compliance Policy](#).

The [Delegation of Authority Policy](#) enacts authorization rules by ensuring an efficient and effective management control from the Board of Directors down to the Company level.

The authorization rules are related to internal authority (to decide/approve a liability or a bid/contract internally), as well as external authority (power to bind the Company towards third parties).

The [Corporate/Group Contract Policy](#) gives rules which apply when Corporate entities are involved in contractual relationship (customer contract – supplier contract).

To secure customer situation, financial guarantees (bank or parent company guarantees) can be issued, but only in accordance with the [Group Financial Guarantees Policy](#) which is both enforced by LCM and Group Treasury.

To ensure the compliance and ethical conduct of Atos employees, Atos [Group Ethics & Compliance Policy](#) recalls Atos Managers duties in the following matters: anticorruption, conflict of interest, fair competition, anti-fraud, protection of Atos' assets, protection of confidentiality and privileged information, international sanctions, export control, safe workplace, ethical and exclusive workplace human rights, data protection, environment. It also provides for information on the Group whistleblowing System. It is applicable to all Managers in Atos, and its principles must be followed by all employees working in or with Atos.

Group [Data Protection Policy](#) covers all Personal Data Processing irrespective of their nature, purpose or destination. As a result, this Policy covers processing of HR, Customer, Supplier, or Marketing and Communication Data. The Policy therefore illustrates Atos commitment to provide not only its own employees but also to any Third parties the same level of protection of their personal data. This is further evidenced by the fact that Atos has become, in 2014, the first IT Company to have obtained approval of its Binding Corporate Rules ([BCRs page](#)) by European data protection authorities both as a data controller and as a processor. This achievement demonstrates Atos' commitment to the protection of its own data and that of its clients. In consequence, each Atos entity where the BCRs have been rolled out provides a very strong level of protection to personal data, regardless of its location in the world, thereby greatly simplifying applicable obligations and formalities in this respect.

Moreover, our [Personal Data Breach Policy](#) informs Atos employees, and more especially Atos teams involved in security incident management, on the notion of personal data breach and on how to handle such personal data breach, especially regarding the obligation to notify to competent authorities and to data subjects.

[Policy for Access to Atos IT Network User Data](#) defines the conditions under which the competent teams involved in the management or resolution of the event or issue are authorized to access, review and process the data of any Atos' employee to respond to the request issued by a competent requester only in the specific cases defined in the Guidelines.

The [Business Partner Policy](#) provides for mandatory rules and processes to be followed for the selection of Business Partners prior to entering into contract, as well as for the monitoring and management of the relationship throughout the term of the agreement.

Other key policies include [IP Policy²](#), [Inter Atos Subcontracting Policy](#) and [Intercompany Service Delivery Contracting Policy \(AP34\)](#), [Inter Company Service Delivery Contract Policy \(AP45\)](#) and [Key Contracting Principles](#) (KCPs) and Deviation Process. Other legal and compliance policies are available on Atos global SharePoint at the [LCM portal](#).

Moreover, the *Legal, Compliance and Contract Management* department is in charge of the **Group Contract Management Program** which is driven by the **Group Contract Management Office**. This Program has the objective to improve operational performance during delivery of commercial contracts and ensures excellence in operations with consistent deployment of global contracting practices. The Group CM Office is in charge of:

- ▶ Staffing the most critical/relevant Accounts with dedicated professional **Contract Managers**, who report to the **Group Contract Management Office**. These Contract Managers are focused on pre-sales contract lifecycle stage (alignment of contracting practices) and post sales contract lifecycle stage (Contract Awareness, Contract Change Management, Governance, Formal Communication and Documentation, Third Party Management, Obligation Management and Claims management); and
- ▶ Providing Atos Business Managers (Atos employees performing Contract Management activities on part-time basis jointly with other responsibilities) with the required methodologies and tools ([Group CM Methodology for Business Managers](#)), and the necessary training certifications ([Contract Management Academy](#)) so that they can also perform professional contract management related tasks as part of their client management daily practices.

For BDS

BDS specifics are published on BDS SharePoint pages:

- ▶ BDS Legal (contractual materials)
- ▶ BDS Compliance and Export Data Protection
- ▶ BDS Export Control

² To ensure a coherent and strategic approach towards IP assets and their associated intellectual property rights ("IPR").

8 Operation

In Atos, the ownership of the processes for the delivery of customer services remains within the Delivery of Business lines with the most expertise in that particular domain. When appropriate, the adoption of a common set of processes facilitates seamless collaborative working across Operations.

8.1 Operational Planning and Control

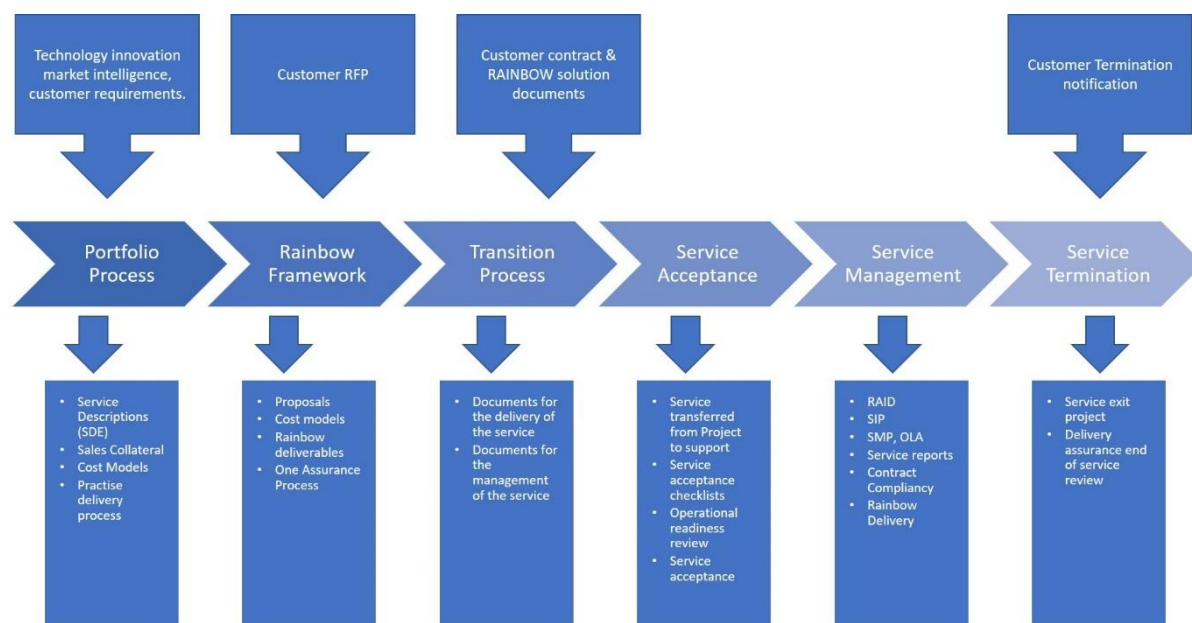


Figure 19: Service Delivery Lifecycle

The **Offering Lifecycle Management (OLM)** process applies to all Business Lines and Regions. All offerings are developed according to it and are in line with Atos go-to-market and company technology strategy.

The term “**offering**” as used within OLM comprises: **Managed Services**, **Professional Services** such as technical expertise sold as time and material, **Consulting Services**, **Hardware components** such as Servers, Storage, Edge Devices and **Software components** such as Enterprise Applications, Apps, SaaS.

Rainbow Bidding: The main objective of Rainbow Bidding is to focus on winning attractive business for the company, balancing sales and risk, providing bidding best practices and guidance, ensuring re-use of experience and adherence to Atos standards. See 6.1

Transitions: Transitions are delivered via the adoption of the project management processes defined by Global Program Management ([GPM](#))

Service Acceptance: Covered by the Service Activation Process and associated [tool](#) (excluding BDS)

Service Management: The Service Management Model provides a framework for the management of the delivery of services to our customers.

Service Termination: Covered by the Service Activation processes & tooling (as above)

8.2 Requirements for products and services

Atos Rainbow process ensures that our customers' requirements are well understood. In support of Rainbow Bidding the Deal Assurance process is in place.

Requirements for offerings are documented as follows:

- per customer in the respective customer contracts and
- per offering within the service catalogue as defined in Atos' [Portfolio Catalog](#).

These requirements are reviewed on an ongoing basis by the Product Manager, driven by customer feedback, market needs and technology trends. Offering requirements are an important input for Portfolio Management and are captured according to our Offering Lifecycle Management process by the responsible Product Manager who can be identified via the Portfolio Catalog. Usually new requirements or requirements for new offerings will come in by strategical decisions from CTOs or by Solutions Architects who are involved in bids, thus know about the latest customer needs.

New requirements leading to an offering refinement will be gathered by the Product Manager via the offering performance reviews and revenue checks by the Service Delivery Manager, Service System Architect and Solution Architect as well as from RBU Portfolio Managers and Industry Portfolio Managers. In case of UCC / BDS it is also from Business line Portfolio Manager

If new requirements will lead to a development/refinement of an offering, the final decision (is the offering ready to invest) will be made via RAPID Gate A. RAPID is Atos **R**isk **A**ssessment in **P**roduct **I**nvestment & **D**evelopment process and driven by Group Finance. See 6.1.

For Unified Communications and Collaboration (UCC)

OLM (APLM@UCC) The APLM@UCC is the Atos Offering Lifecycle Management (OLM) process as implemented on UCC Level. The process framework defines the policies and procedures to be followed by the organizations within UCC who focus on Product and Service Business.

8.2.1 Customer Communication

Communication with customers is handled by the Client Partner.

The Client Partner may delegate the communication on operational topics, to the Project Manager or the Service Delivery Manager.

Customer feedback is managed through Satisfaction surveys. Customer complaints and compliments are managed, accordingly to the Atos Complaints Management Process, using CARES Complaints Management global tool.

Project Managers or Service Delivery Managers handle and control customer property when relevant.

For BDS:

Customer complaints are managed, accordingly to the [Group Complaints process](#), (in a defined grace period), using BDS Early Warning, Complaints, Claims & Congratulations tool ([see guidelines & tool on EWCCC page](#)). Data is regularly uploaded to CARES Complaints Management global tool

8.2.2 Determining the requirements for Products and services

For BDS:

For Projects, Time & Material (T&M) and non-standard Services: determination of requirements

is conducted during the Sales phase, applying "[Prospection To Order \(P2O\)](#)" process, and during the Delivery phase, based on "[Order To Cash \(O2C\)](#)" process, both including communication with the customer.

For Catalog Products or Services: determination of requirements is driven by "[Offering Lifecycle Management \(OLM\)](#)" process.

Catalog of BDS Offerings is published on [Sales Service Portal](#), including Sales collateral documents.

For Unified Communications and Collaboration (UCC)

Catalog of UCC Offerings is published on [UCC Products & Services Portal](#), including Sales collateral documents.

8.2.3 Review of the requirements for products and services

For BDS:

During the Bid phase, BDS Operations commitment is based on the assessment of the solution's requirements and risks using [BDS Deal Assurance Process](#), and is an input to Win To Deliver and Rainbow Bidding process.

For Catalog Products or Services: review of requirements is driven by "[Offering Lifecycle Management \(OLM\)](#)" process.

For Unified Communications and Collaboration (UCC)

Following the Atos Key Transversal Processes, there are UCC specific business processes and tools in place, following AIMS standards, see link here:

<https://atos365.sharepoint.com/sites/600002156>

8.3 Design and development of products and services

As a leading multinational information technology services company, we must continue to innovate and lead the market as we are facing new competition from many directions both traditional and non-traditional. One of our main objectives is to optimize and continuously assess investments in new and enhanced offerings which are in line with the Atos overall and Industry specific strategy, meet client needs and result in strong sales success.

To achieve this, all offerings are developed according to the [Offering Lifecycle Management](#) process (**OLM**). OLM defines the Group principles and fundamentals for developing and managing offerings to ensure conformity across Industries, Practices and Product Groups

The OLM process describes how we perform offering lifecycle management at Atos, illustrated by six stages which cover the full lifecycle of an offering from offering planning over offering introduction to post launch offering management. The formal stages are as follows:

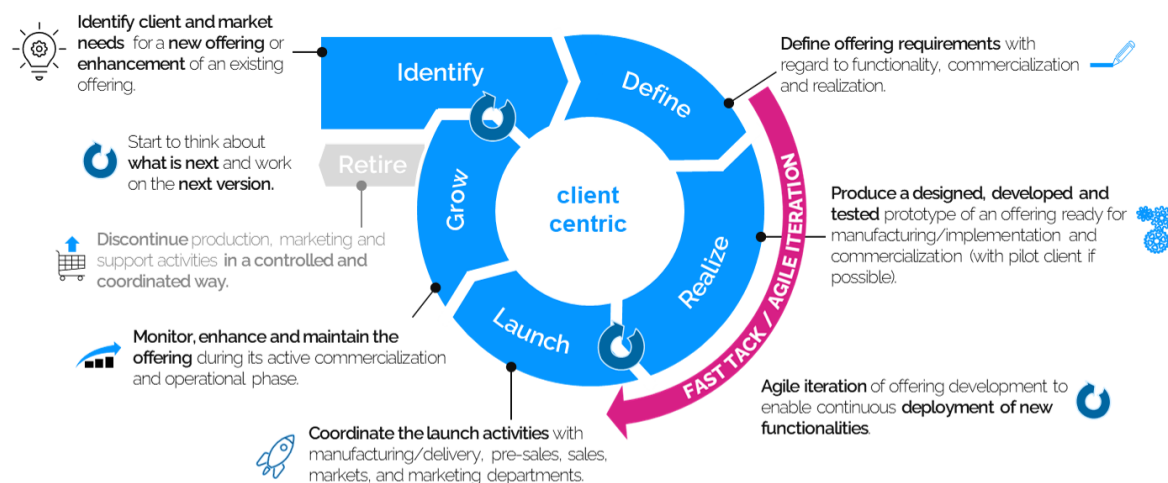


Figure 20: Offering Lifecycle Management

More details can be found in Atos' Portfolio Management Policy and the OLM Process Execution Guidelines. For budgeting, approving, and monitoring of portfolio related investments, driven by Group Finance, please refer to the RAPID (Risk Assessment in Product Investment & Development) guidelines, available in the site.

For BDS:

For Projects, Time & Material (T&M) and non-standard Services: design and development are driven by "Order To Cash (O2C)" process and specialized per business model.

- **Project delivery:** [Software Development Lifecycle \(ASMM\)](#), or other specific processes detailed in local MSOs,
- **Service delivery:** [ASMM Home page](#) or other specific processes detailed in local QMS or Service Management Plans,
- **Product delivery:** [BDS specific processes](#).

For Catalog Products or Services: design and development are driven by "[Offering Lifecycle Management \(OLM\)](#)" process.

For Unified Communications and Collaboration (UCC)

Following the Atos Key Transversal Processes there are UCC specific business processes and tools in place, following AIMS standards, see link here:

<https://atos365.sharepoint.com/sites/600002156>

8.4 Control of externally provided processes, products and services

Refer to Section 7.6.2

8.5 Production and service provision

Refer to Section 4.4

For BDS:

Production and service provision are driven by "Order To Cash (O2C)" process, and specialized per business model: Projects, Services or Products.

- ▶ **Project delivery:** [Software Development LifeCycle \(ASMM/SDLC\)](#), or other specific processes detailed in local QMS;
- ▶ **Service delivery:** [ASMM Home page](#) or other specific processes detailed in local MSOs or Service Management Plans;
- ▶ **Product delivery:** [BDS specific processes](#).

Group Business continuity requirements are defined into [Group Information Security Policy](#), in BCP chapter, and in [Global Business Continuity Management policy](#).

BDS Products are produced using BDS dedicated [O2C – Products processes](#).

BDS Projects identify the business continuity contractual requirements, if any, at the start-up of the project, using [GPM methodology knowledge platform \(Start-up> Set up Project Initiation document \(PMP/PID\)\)](#) process and documented in the [GPM Business Continuity Plan template](#).

BDS Cybersecurity Services GBL implements service continuity plans based on [Business Continuity Management on SharePoint](#).

BDS Service Reporting does not apply ASMM processes KPIs and reporting, unless otherwise required by BDS Regions management.

- ▶ Service reporting to the customers is performed at account level and based on the Service Level Agreements (SLA) from the contract and on the reporting requirements. SLA fulfillment is measured monthly, reported in Parma tool, reviewed as per Rainbow Delivery process, so that improvement actions are taken as necessary.
- ▶ Cybersecurity Services delivered by BDS Global Delivery Centers (GDCs) are measured and reported globally per service through the GDC CSS KPIs Service dashboard. Further details are available in GD CSS Service Management Plan.

For Unified Communications and Collaboration (UCC)

Following the Atos Key Transversal Processes there are UCC specific business processes and tools in place, following AIMS standards, see link here:

<https://atos365.sharepoint.com/sites/600002156>

8.6 Release of products and services

For BDS:

Release of the project deliverables, the products or the services to the customer is driven by "[Order To Cash \(O2C\)](#)" process, and specialized per the relevant business model: Projects, Services, or Products.

For Unified Communications and Collaboration (UCC)

Following the Atos Key Transversal Processes there are UCC specific business processes and tools in place, following AIMS standards, see link here:

<https://atos365.sharepoint.com/sites/600002156>

8.7 Control of nonconforming outputs

Incident Management:

Incident Management is the process responsible for managing the lifecycle of all incidents.

Incident Management's goal is to restore normal service operation as quickly as possible and minimize the adverse impact on business operations, thus ensuring that the best possible levels of service quality and availability are maintained.

Problem Management:

Problem Management is the process responsible for managing the lifecycle of all problems.

Problem Management's goal is to prevent or minimize the impact of incidents by implementing effective workarounds and preventive actions and to identify and resolve problems by facilitating activities to understand and permanently fix the root cause.

Change Management:

Change Management is a set of tools, processes, skills and principles to manage the people side of change to achieve the required business outcome.

Change Management's goal is to successfully manage the risks of operational changes to Configuration items with minimal disruptions, risk and complexity while maintaining agreed service levels.

Service Level Management:

The Service Level Management process is used for the reporting and management of failures to achieve service levels defined in the Service Level Agreement.

The goal of the Service Level Management process is that an agreed level of operational service is provided for all existing contracted services and that future services are delivered to the agreed achievable targets. This is attained through a constant cycle of agreeing, defining, and monitoring, reporting, and reviewing service performance and through initiating appropriate remedial and preventative actions to eradicate unacceptable levels of performance.

The purpose of the process is to ensure that the services and their associated Service Levels are managed and measured in an effective manner.

Specific goals for the Service Level Management function include:

- ▶ Define, document, agree, monitor, measure, report and review the level of services provided.
- ▶ Ensure that all targets are specific, measurable, achievable, realistic, and timely (SMART).
- ▶ Ensure that the customer has a clear and unambiguous expectation of the level of service to be delivered.
- ▶ Ensure that proactive measures to improve the levels of service delivered are identified and recommended for implementation.

Customer Feedback:

In line with the Service Management Model, feedback is obtained at three levels within our customers' organization.

- ▶ Deep Insight is aimed at obtaining strategic feedback and this process is owned by Sales & Marketing (excluding BDS).
- ▶ Tactical customer satisfaction surveys are performed twice per year aimed at obtaining tactical feedback (to measure the perceived performance of individual contracts or projects). This feedback is conducted via the Business lines Operations CSAT team or the Service Management function on an account. Improvement actions are defined by Client Partners, Product Managers, Service Delivery Managers or Project Managers from the results and client comments. Action plans are shared with the client and tracked until completion.
- ▶ Transactional (end user) satisfaction feedback is requested once a ticket has been closed and gathers the comments from the end users on how a ticket has been managed by Atos.

Tooling is used to gather the feedback and results are shared both with the customer and within Atos to drive improvements to the customer's experience of the service and their satisfaction (excluding BDS).

Customer complaints are managed, accordingly to the [Atos Complaints process](#).

For BDS it is addressed (in defined grace period) using BDS Early Warning, Complaints, Claims & Congratulations tool ([see guidelines & tool on EWCCC page](#)) which is connected with global Complaints Management tool.

For BDS

Control of nonconforming process outputs, products or services after delivery are driven by "[Order To Cash \(O2C\)](#)" process and specialized per business model.

- ▶ **Project delivery:** [ASMM > SDLC > 05 Testing](#), or other specific processes detailed in local MSOs,
- ▶ **Service delivery:** Rainbow Delivery or other specific processes detailed in local MSOs or Service Management Plans,
- ▶ **Product delivery:** [BDS specific processes](#).

For Catalog Products or Services: when root cause analysis shows that a NC's origin comes from the design phase, "[Order To Cash \(O2C\)](#)" process interacts with "[Offering Lifecycle Management \(OLM\)](#)" process to solve the issue.

For Unified Communications and Collaboration (UCC)

Following the Atos Key Transversal Processes there are UCC specific business processes and tools in place, following AIMS standards, see link here:

<https://atos365.sharepoint.com/sites/600002156>

9 Performance evaluation

9.1 Monitoring, measurement, analysis, and evaluation

9.1.1 General

Atos monitoring, measurement, analysis and improvement processes ensure that its customers' product and service requirements are understood and implemented through its organization. Product requirement conformity is demonstrated through the use of quality plans, which define the necessary monitoring and measurement processes. Verification of the Management System's effectiveness and continual improvement is performed through the use of Key Performance Indicators, internal and external audit results, analysis of contract performance and customer feedback data, corrective and preventive actions, and Management Reviews.

The quality of customer Products and Services is measured and monitored against the contractually agreed Service Level Agreements (SLA) and customer and user satisfaction surveys. A monthly business review meeting monitors the level of fulfillment of contractual SLAs for all contracts with a yearly contract value above 1€Mio.

The SLA fulfillment monitoring for the remaining contracts is performed at Business Lines / Region level.

When SLA approach is not applicable, such as consulting business; transaction surveys are used as a mean to measure the efficiency and effectiveness of the offered services.

For BDS:

At contract level, Project Managers or Service Delivery Managers monitor the contractual KPIs (and not the ASMM Service Level Management process) .

At Global and Regions levels, SLA fulfillment is monitored based on the information reported in PARMA Rainbow Delivery Dashboard (RDD) by the Service Delivery Managers.

All Contracts with a Total Contract Value (TCV) above 250k€ must monthly update the Contract RDD in PARMA.

BDS Quality and Service objectives' achievement is gathered into the [BDS Datalake](#); it is reviewed in BDS Quality & Customer Operations monthly reviews, at Global BDS and at GBUs level.

BDS Information Security objectives are managed through the group Information security Dashboard.

For Unified Communications and Collaboration (UCC)

UCC Quality Organization maintains a KPI Dashboard on global level to secure the intended output of the organization. The Dashboard is designed based on Atos Key Transversal Processes to be comparable with other business units within the Atos Group but also UCC specific based on its business requirements.

9.1.2 Customer Satisfaction

Atos implements regular and consistent Customer Satisfaction Surveys on strategic, tactical and transactional levels. Customer Satisfaction surveys are performed in accordance with the Atos [Customer Satisfaction](#)³ Strategy and Framework, see [Figure 21: Atos CSAT framework](#)



Figure 21: Atos CSAT framework

For BDS

BDS CSAT results are analyzed and [improvement plans](#) are implemented when customer satisfaction is low, as defined in [BDS BluePrint](#).

BDS CSAT Tactical surveys plan is managed [here on SharePoint](#).

BDS Tactical surveys, are imported each semester into the group [ABP+ tool](#), used by the Account Managers.

Some BDS GDCs, providing their services to BDS RBUs and Countries, implement an Internal Satisfaction survey process to collect feedback from those internal customers.

For Unified Communications and Collaboration (UCC)

UCC performs a UCC specific tactical Customer Satisfaction process performed globally by customer interviews via phone based on new installations. The list of questions is the same as used by Atos. Customer satisfaction results are tracked, analyzed and communicated on a quarterly basis. Results below target have to be reviewed in detail by the responsible team / region to define and manage improvement actions as needed.

9.1.3 Analysis and evaluation

The effectiveness of the Atos Integrated Management System is determined through the collection and analysis of data. The evaluation of this data also includes identifying opportunities for improving the effectiveness of the day-by-day application of the AMSM. The collection and analysis of data is done at both the global and local levels through the Management Reviews.

Data presented during these reviews include multiple sources of information on customer satisfaction, conformity to product/service requirements, product and process characteristics and trends, opportunities for preventive action, and supplier performance. Records of the analysis of these data sources are maintained in the Management Review meeting minutes.

³ Confer Atos Integrated Management System -> Customer Satisfaction.

9.2 Internal Audit

9.2.1 Group Internal Audit

The role and mission of the Group Internal Audit are defined in an Audit Charter approved by the Group CEO and the Chairman of the Audit Committee ([INTERNAL AUDIT CHARTER.pdf](#))

9.2.1.1 Mission statement

The mission of Internal Audit is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight.

This mission is performed through a systematic disciplined approach to evaluate and improve the effectiveness of the risk management, internal control, and governance processes, which enables management to be more effective in meeting its business objectives and in fulfilling its obligations to Atos shareholders.

9.2.1.2 Corporate Governance

Atos Management has a responsibility to its shareholders to increase the value of the business while safeguarding the assets and the integrity of the Corporation.

This is accomplished through a system of internal control and risk-monitoring designed to provide reasonable assurance that laws and regulations are complied with; those instructions and directional guideline fixed by Group Management are applied; that company's internal processes are functioning correctly, particularly those involving the security of its assets; that financial & management information is reliable.

Internal Audit is an integral component of this system. Group Management relies on Internal Audit for providing an ongoing evaluation of risk management, internal control, and governance processes and supporting operational management in the definition of action plans for continuously improving internal processes.

The Audit Committee (Committee of the Board of Directors) can also request Internal Audit's feedback to this purpose.

9.2.1.3 Internal Organization

Internal Audit is a central function with all internal auditors reporting hierarchically to the Group SVP Internal Audit and Enterprise Risk Management, in accordance with Group organization principles. The Group Internal Audit team is centralized at Group level for the whole company.

Enterprise Risk Management (ERM) and Group Internal control organization is also reporting to SVP Internal Audit & ERM but acts independently from Internal Audit structure.

9.2.1.4 Relationships

With Group Management

The SVP Internal Audit & ERM reports to the Group CEO. This direct reporting line aims to ensure objectivity, transparency and independence.

Internal Audit assignments are defined within the frame of the annual audit plan, which is validated by the Executive Board and the Audit Committee.

With the Board of Directors' Audit Committee

The SVP Internal Audit & ERM has also a dual reporting line to the Audit Committee Chairman.

Referring to the AFEP-MEDEF "Code de gouvernement d'entreprise des sociétés cotées", Internal Audit supports the Audit Committee of Atos Board of Directors to monitor the effectiveness of internal control and risk management systems. To this end, Internal Audit annual plan is presented to and approved by the Audit Committee and Internal Audit informs the Audit Committee of any

possible subsequent changes. During Audit Committee meetings, the SVP Internal Audit & ERM presents a synthesis of internal audit activities, including follow up of action plan implementation.

With the External Auditors

Internal Audit regularly liaises with the external statutory auditors to share relevant information.

With the Compliance and Business Assurance functions

Internal audit acts as a "third line of defense" (independent assessment) in the whole assurance framework organization and will therefore cooperate with or evaluate (re-assurance role) the "second line of defense" (monitoring functions composed by Legal, Risk Management, Internal Control, Quality, Security...).

9.2.1.5 Main activities

The activities performed by Internal Audit include independent reviews and evaluations of internal control processes, risk management and governance processes across Regions, Business Lines & Functions.

Internal audit reports on the level of business risks and quality of business controls as well as compliance with Group policies to the Group management and the Audit Committee.

Internal Audit may also provide management with advice and recommendations through "consulting" engagements (in the domains of internal control, risk and governance) to the extent that Internal Audit independence is not impaired.

9.2.1.6 Communication to management

Internal audit has a responsibility to communicate audit conclusions through verbal debriefings and/or written reports. These reports are strictly confidential and intended to Group Management and those involved in the audit process only.

In addition, internal audit deploys a proactive role toward the management to debrief on relevant topics.

9.2.1.7 Responsibility for follow up of corrective actions

All audit results are reported to operational management, who is responsible for determining and implementing the corrective actions necessary to mitigate risks through the system of internal control. Internal Audit conducts regular follow-up procedures supported by a dedicated tool (Arcos) to check that the corrective actions implemented by operational management are effective in strengthening internal controls. If the proper corrective actions are not taken, the Group SVP Internal Audit and Enterprise Risk Management is responsible for presenting a report on significant matters to the Executive Board.

9.2.2 Internal ISO Audits

Internal ISO audits are an independent assurance activity designed to add value and improve an organization's business operations. As such they should help an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of processes and controls.

Internal ISO audits and the ISO Multisite certification program for Quality, Information Security, IT Services, and environment are managed by Group Quality.

These audits are compliance-based audits to evaluate compliance to the relevant ISO standards and Atos AIMS processes.

Internal ISO Audit process describes the planning, staffing, execution, reporting and overall management of ISO Internal audits.

Annual audit programs are created to establish a balanced program of audits to be carried out across the year.

All Internal ISO audits and audit related findings are registered in the Global audit tool, ARCOS (Atos Risk and Compliance System).

9.3 Management Review

Management Reviews for Quality, Security, IT Service and Environment are performed in accordance with [Management Review policy](#), its inputs and outputs.

Group Steering Committee reviews of AIMS on high level are performed at least once per year as part of the Business Planning Cycle, to ensure AIMS continuous suitability, adequacy, effectiveness and proper structure to accomplish continual improvement of AIMS.

Responsibility and authority for Management reviews is mandatory for all Atos entities and the outcome of any changes shall be cascaded up to global organizations in order to ensure that higher level Management Reviews consider input of lower-level Management Reviews and can provide appropriate improvement leadership and guidance back to lower levels.

For more efficiency, as far as possible, it is recommended to do common standards management reviews rather than performing separate reviews by independent committees, specific to respective Atos entity level.

Group Steering Committee defines which Policies and Performance Indicators are valid for Atos worldwide. The input to each Management Review considers all elements necessary to form a baseline for decisions. The outcomes of Management reviews are communicated to relevant internal stakeholders.

For BDS:

Management Reviews are performed in BDS certified perimeters, at:

- ▶ BDS RBUs and GDCs levels
 - on a yearly or half-yearly basis,
 - their outputs need to be available at the latest in October, prior to the yearly Global BDS Management Review which happens in November.
- ▶ Global BDS level:
 - weekly, at the "Operations Committee",
 - monthly, at the "Quality, Risk and Operations Business Review (BR)",
 - yearly, to assess the Management System.

For Unified Communications and Collaboration (UCC)

UCC Management Reviews are performed on global and local basis, following Atos / Tech Foundation Management Review policy:

- ▶ On UCC Global level
 - Minimum on a yearly, planned on a half-yearly basis, when business results from the last semester are available
- ▶ On RBU Level, following the Atos / Tech Foundation RBU geographical structure:
 - UCC certified countries / legal entities are an integral part of the local RBU Quality Management structure (RBU MSOs) following RBU specific guidance
- ▶ On UCC GDC / Country Level
 - If there is no local RBU Quality Management established or not responsible for UCC and UCC follows its own GDC / Country MSO
 - Due to local business specific requirements to inform the local Senior Management

9.4 Employee Satisfaction

"We Are Atos" is the Employee Experience program of Atos. A key Group transformation program for the continuous improvement of our way of working all together. Building on the success of the Atos Wellbeing@work program, which was operational from 2010 onwards, the new program scope is expanded to create more room for Diversity & Inclusion and Social Value. Anticipating on the constantly changing expectations of current and future employees and close to our client priorities and mutual objectives, improving customer experience at the same time.

10 Improvement

10.1 General

Non-conformities can be associated with processes, products and services if they do not meet the intended objective or performance levels.

Typical examples are:

- ▶ Defects and SLA/KPI instances where targets are not met
- ▶ Non-conformities rose during internal or external audit
- ▶ Issues identified as a part of governance meetings at various levels
- ▶ Security incidents or security events (deviation to security policies)
- ▶ Customer complaints
- ▶ Hardware/Software failure.

10.2 Nonconformity and corrective action

Non-conformities lead to an investigation to identify the root cause and subsequently a corrective action is implemented to eliminate the root cause and effect of non-conformance, to ensure that the non-conformity does not get repeated in future.

Nonconformity handling ensures that appropriate bridge between corrective / preventive actions and continual improvement is achieved to ensure the effectiveness of the AIMS.

Nonconformities, including those arising from customer complaints or claims, are analyzed at operational level and managed accordingly to the procedures of the related framework (see 4.4.2).

A **Root Cause Analysis (RCA)** template for Business related issue is available in [AIMS here](#).

For BDS:

Nonconformities (with laws, standards, internal processes...) and appropriate corrective actions identified by Group Internal Audit, BIC control testing and internal/external audits are managed by relevant BDS organizational entities using Arcos tool.

Atos Customer complaints or claims are registered and monitored using CARES Complaints Management global tool.

BDS Customer complaints or claims are registered and monitored (in defined grace period) using BDS **Early Warnings-Complaints-Claims-Congratulations (EWCCC)** register, [on this page](#). Data is regularly uploaded to CARES Complaints Management global tool.

Operational nonconformities are analyzed at operational level and managed according to:

- ▶ For Project delivery, GPM and ASMM, or other specific processes detailed in local MSOs;
- ▶ For Service delivery, Rainbow Delivery or other specific processes detailed in local MSOs;
- ▶ For Product delivery, R&D and SC&M activities, BDS specific processes.

[See BDS Processes 10.2](#)

For Catalog Products or Services: when the root cause analysis shows that a NC's origin comes from the design phase, "[Offering Lifecycle Management \(OLM\)](#)" process interacts with "[Order To Cash \(O2C\)](#)" process to solve the issue.

10.3 Continual improvement

Atos promotes culture of Continual improvement in all areas and all levels. All employees contribute to improve our processes and services. Employees can formally contribute with improvement actions using the [Atos Continual Improvement Repository](#). Those improvements are centrally managed and shared. The contribution is visible to the organization, proactiveness is recognized and the improvement results are correlated (wherever possible) with the impacted business, through the quantification of metrics and other evidence provided in each improvement.

Atos entities use proven methodologies for improvement, like the PDCA maturity model mainly, see [Figure 22: PDCA cycle](#). Within the overall "Plan-Do-Check-Act"-cycle, (PDCA-cycle, a.k.a. Deming wheel), Improvement Management typically deals with the "Check" and "Act" parts. Various checks and analyses can lead to the identification of opportunities for improvement and actual improvement activities can be either reactive or proactive:

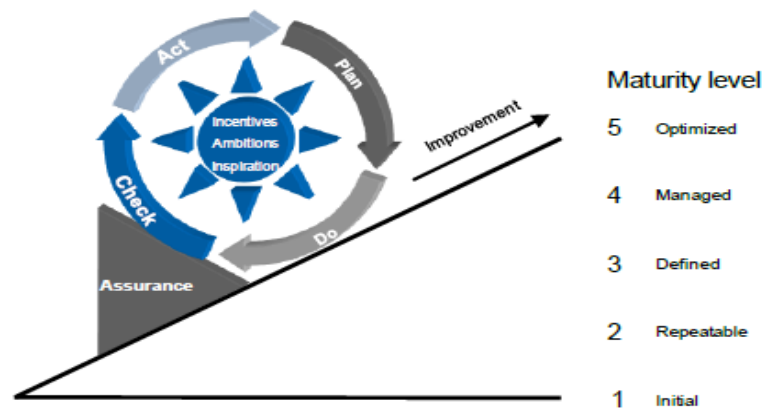


Figure 22: PDCA cycle

Considering their size and impact, the observed opportunities for improvement are judged and validated by relevant stakeholders and deployed within the Atos entities as required.

Improvement programs are launched, with the following key steps / milestones:

- ▶ Definition of problem or area of improvement
- ▶ Analysis (e.g., finding root causes)
- ▶ Planning of improvement(s)
- ▶ Realization of improvement(s)
- ▶ Check for effectiveness of improvement(s)
- ▶ Close improvement activities.

Examples of programs that share the same continual improvement approach are the following initiatives:

- ▶ Business (Strategy) Reviews (source for global initiatives like Lean program, We Are Atos)
- ▶ Customer feedback (Customer Satisfaction)
- ▶ Nonconformities and deviations ensuing from the analysis of processes, products and service performance (Service Level Management, Class actions)
- ▶ Findings and recommendations from external and internal audits & assessments
- ▶ Contract experiences (Good Practices, Cost of Non-Quality)

Multiple improvement initiatives are sharing plans and results, providing synergy and being supported by a same process approach. Those that are formally sharing the same process approach

are following the [Continual Improvement Policy](#) and [Continual improvement process](#). Records of these activities are maintained referring to the respective initiative. The initiatives can formally contribute with improvement actions using the [Atos Continual Improvement Repository](#).

Results of improvement actions are evaluated to ensure they have the required impact and that any subsequent changes are triggered.

For BDS:

Opportunities for improvement are analyzed at operational level and managed according to:

- ▶ For Project delivery, [Causal Analysis and Resolution GPM](#) or other specific processes detailed in local MSOs;
- ▶ For Service delivery, continual improvement on account level is performed via Service Reviews and agreed service continual improvement process; [Continual Improvement process & tool](#) is not applicable unless agreed otherwise for the account or BDS unit;
- ▶ For R&D and SC&M activities, [BDS specific processes](#).

Improvements from customer satisfaction surveys, Global BDS Management Reviews and ERM assessments are managed within centralized [BDS Quality Improvement plan](#).

Performance Management is also in charge of improving the efficiency of our activities, with programs like Lean, Automation and Cost of Non-Quality.

For Unified Communications and Collaboration (UCC)

UCC follows the Atos principals to promote the opportunities for improvement process and progress but without using the Atos Continual Improvement Repository. Opportunities for improvement are analyzed at global and operational level and managed according to:

- ▶ For projects on global level managed as part of the UCC Continuous Improvement program (CIP) and UCC Operational Risk Management assessment program
- ▶ For UCC Product Management as part of the UCC OLM (APLM) process
- ▶ For customer related UCC projects in the local responsibility of operational processes.