gemalto

Gemalto
Corporate Social
Responsibility

2011
Communication of Progress
to
UN Global Compact

September, 2011

August 30, 2011

H.E. Ban Ki-moon
Secretary-General
United Nations
New York, NY 10017
USA

Dear Mr. Secretary General

I am pleased to renew our commitment in supporting the ten principles of the Global Compact for the coming year. By signing the UNGC in 2009 we reinforced our engagement to growing Gemalto in an ethical and environmentally responsible way. Since then we have structured our sustainability management program and identified key improvement projects linked to the charter's ten principles.

Over the last year we closely managed these key initiatives with significant results, particularly in the 3 following areas:

Carbon footprint: we measured the greenhouse gas emissions in 20 of our sites representing 80% of our physical presence. We have identified specific actions to reduce our impact at these sites and also created task forces to manage emissions going forward, which you will find detailed in our Communication On Progress attached.

Responsible purchasing: we carried out a CSR risk analysis of our existing suppliers as well as those we could potential work with and created a Responsible Purchasing Charter - in line with the UNGC principles. It is already in application and must be signed by all our suppliers by the end of 2011.

Reporting: we published our first Sustainability Report in October 2010 and issued the second edition (covering the 2010) in July 2011. It includes a set of 32 indicators used to measure CSR improvement over time.

You will find more details on our progress for the past year in the new COP enclosed as well as further information on our sustainability approach. We have made public these actions and performance metrics, available in our 2010 Sustainability report that can be accessed at the following link: http://www.gemalto.com/companyinfo/sustainability/.

Yours sincerely,

Olivier Piou
Chief Executive Officer

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Background: About Gemalto (1/2)

||||| **Business framework**

- Gemalto is at the heart of our evolving digital society. Billions of people worldwide increasingly want the freedom to communicate, travel, shop, bank, entertain and work – anytime, anywhere, in ways that are convenient, enjoyable and secure. And that's exactly what Gemalto delivers.

- Gemalto is offering solutions responding to the growing demands for mobile connectivity, identity and data protection, credit card safety, national security, plus eGovernment, health and transportation services. These solutions are driven by our software and services via a wide range of secure personal devices including electronic passports and identity cards, smart banking cards, two-factor authentication tokens for online protection, Subscriber Identification Modules (SIM) and Universal Integrated Circuit Cards (UICC) in mobile phones.

- Gemalto N.V. is an international public company with subsidiaries and group companies around the world. . It was formed in 2006 as a result of the combination of Axalto and Gemplus. So although our name is relatively new, our team has over 30 years' experience in advanced cryptography and in the design and production of secure personal devices

- Our world-leading expertise in cryptography means data protected by our devices is safe. And our solutions and software make sure that the vast number of digital communications, transactions and authentications taking place can be managed securely.

- At the heart of Gemalto is technological innovation, enabling our customers to differentiate themselves in increasingly competitive markets, and keeping our solutions one step ahead of security threats. Following figures highlight Gemalto's strengths in this area:
    - 1,400 digital scientists;
    - 103 new inventions first filed in 2010;
    - 4,200 patents and patent applications representing about 1300 patent families.

Background : About Gemalto (2/2)

|||||| Our Key Markets

✗ Mobile communications :

We supply the world's mobile industry with a vast range of software, services and solutions including roaming, mobile payment and data management for billions of customers. We are also the leading supplier of SIM and UICC cards

✗ Machine-to-Machine :

The world's leading supplier of secure, durable and long-lasting M2M and MIM modules that connect machines to improve operations, productivity and efficiency; plus integration support for a broad range of industries.

✗ Financial services and retail :

The world's leading supplier of services and solutions for payments and other financial transactions. These include personalization, instant issuance, contactless payment, eBanking and eCommerce. Hundreds of millions of people also use our smart banking cards. We also provide Pay TV solutions, plus eTicketing to mass transit authorities.

✗ Government programs :

The world's leading supplier of ePassports, we also provide secure electronic documents for eID, eHealth, eDriving license and other eGovernment initiatives, as well as services such as enrollment and issuance.

✗ Enterprise :

Our strong online authentication solutions enable enterprises, governments, banks and other organizations to better control access to their digital and physical resources.

|||||| 2010 Key figures

- ✗ € 1.906 Billions revenue
- ✗ 10,000 + employees (90 nationalities)
- ✗ 18 production sites, 30 personalization centers, 13 R&D centers

|||||| More detailed information at http://www.gemalto.com/

Background : Gemalto CSR approach (1/2)

Gemalto has been working towards business excellence for many years, integrating its sustainability approach into its management systems and structures to improve our performance as a responsible company.

Multidisciplinary steering committee

Our CSR management structure comprises a multidisciplinary Steering Committee. This is supervised by our three Executive Vice Presidents of Human Resources, Marketing and General Counsel.

The committee meets twice to approve the sustainability improvement strategy and review achievement against plans. Sub-committees including staff from the relevant functions in the company meets every two or three months to review progress of our main sustainability projects.

Materiality

For 2011, similarly to 2010, Gemalto has prioritizing its main projects based on its experience and knowledge, the requests of customers and other stakeholders, and HSE regulations taking into account main characteristics such as :

- The global spread of our industrial plants

- The number of cards we deliver worldwide

- A global supply chain involving thousands of people worldwide along its entire length

Main resulting risks or issues are environmental impact s - on the air at first (mostly green house gas emissions), then on soils (consumption of resources and waste generation) while having a smaller impact on water - and supply chain ethical weak management

Background : Gemalto CSR approach (2/2)

Materiality (cont'd)

✖ In 2010, our main achievements were driven by:

- the yearly action plans implemented by our ISO14001 certified plants. These address critical topics highlighted by environmental risk analysis, mostly resource consumption and waste generation/reduction

- the decision to measure all Gemalto-associated greenhouse gas emissions, including all impacts along the supply chain.

- the continuation of more eco-friendly card development and production, plus "product end-of-life" improved management.

- the definition and structuring of our Responsible Purchasing strategy.

✖ In 2011, we continued projects in that same direction. In parallel, we are currently running a methodical CSR risks and opportunity analysis for our activities worldwide in order to identify all our potential stakes, better prioritize improvement projects / resources and optimize the set of indicators monitoring our CSR performance and our progress

Yearly CSR program

✖ Both 2010 and 2011 programs included specific projects aiming at improving our performance in the areas of:

- Operational Environmental impacts

- Business offer i.e. greener product development

- Social & Ethical and Governance principles

The Carbon Footprint initiative , the "Responsible Purchasing" project and the implementation of a yearly stand-alone Sustainability Report are the 3 topics that we are detailing in our 2011 COP to the UN Global Compact community.

Background : 2010 Highlights at a glance (1/1)

Key objectives	Targets	Due dates	Full Year 2010 Performance Summary
Develop company reporting and communication about Sustainability	• Develop sustainability dedicated internal and external web sites / pages	2010	• Creation of CSR web pages on our intranet and improvement of our sustainability pages on Gemalto.com
	• Produce our initial UN Global Compact communication On Progress (COP)	2010	• Our first COP has been issued in July 2010
	• Publish the initial Gemalto Sustainability Report" based on 2009 results. Report Yearly on sustainability	2010 2011	• First report published in November 2010
	• Improve Gemalto CSR dashboard and related data collection internal systems	2010 to 2012	• 20 indicators identified and collected for the initial sustainability report
	• New objective: Perform a "methodical" CSR risk & Opportunity analysis	2011	• Other 2010 main achievement: "Gemalto Sustainable Development Day", our annual company-wide awareness event, focused on Gemalto's CSR engagement
Deploy "Crisis Management" best practices"	• Deploy crisis management training sessions worldwide	2011	• Full Crisis management training sessions held on-site (USA, Brazil, China, 2 in France, Czech Republic). 403 employees were trained either physically or via webcast.
	• Publish Crisis Management Framework and related information on internal website	2010	• Crisis Management Framework published on our intranet.
Deploy "Responsible Purchasing best practices"	• Formalize the way we monitor suppliers' business practices in Human Rights and Labor Rights	2011	• Formalized approach defined for 2010 and applied to key suppliers
	• Apply Gemalto's "Ten Golden" purchasing rules for all key suppliers	2011	• Purchasing Charter defined for 2010
products and services	(Tell Me survey)		average survey score of 712 "best in class" against our global peer group
	• Extend ISO 27001 certifications for sites worldwide on a case-by-case basis	2010	• No new ISO 27001 certification in 2010
	• Extend internal levels of security to companies recently acquired by Gemalto	2010 to 2012	• In progress
	• Reach 90% OTD (on time delivery/commitment) and 80% OTR (on time delivery/requested)	2010	• In progress
	• Launch www.justaskgemalto.com in Portuguese for the Brazilian market	2010	• www.justaskgemalto.com in Portuguese launched in October 2010
Develop people Safety	• Continue roll-out of OHSAS 18001 certification to other card production sites	2010 to 2012	• Two more sites certified OHSAS 18001
	• Extend "Defensive Driving" training program to 25% of employees	2011	• Defensive Driving training to 17% of employees end of 2010
	• Reduce accidents/injury results (event quantity and severity)	2010	• Confirmed 2009 result with a further 25% LTI (events with lost time) reduction compared to 2007 and 2008 • 15% reduction in accident average severity versus 2009
Develop employee skills and satisfaction	• Encourage the promotion of women to senior management positions	2010 to 2012	• Career opportunities program launched in France
Develop greener and safer products	• Offer end-of-life recycling channels for PVC cards in Europe	2010	• Recycling channels for PVC cards implemented in France (limited interest from customers)
	• Develop products using greener materials for card bodies (PLA) and packaging (cellulose)	2010 and 2011	• PLA qualified for GSM products. PLA development continuing for payment cards and cellulose wrapping
	• Develop and industrialize SIM products in smaller form factors	2010	• "Half-card" and "plug only" products represented more than 7% of total GSM production
	• Extend the carbon neutral card scheme to more plants	2011 and 2012	• Worldwide deployment of Carbon footprint (10 sites): preparing offset offer in EMEA and ASIA
	• Reduce the environmental impacts of material procurement and product delivery	2011 and 2012	• Several projects started toward more sea freight
Implement "Best in Class" practices for environmental care	• Continue deployment of the ISO 14001 certification roadmap to other manufacturing sites	2010 to 2012	• A new site certified ISO 14001 (Meudon in France)
	• Develop a user-friendly process for REACH legal compliance monitoring. Prepare for GHS.	2010	• REACH compliance management system in place. Global training to GHS requirements
	• Reduce water and energy consumption by 5% per m² versus 2009	2010	• 5.2% reduction for energy. 17% reduction for water (12% in terms of M3 per employee)
	• Conduct a company-wide carbon footprint analysis (at least 6 more sites in 2010)	2010 to 2012	• CO₂ footprint analysis at 8 more sites. Ten completed by end of 2010
	• New objectives: – Reduce GHG emissions by 10% – Reduce GHG emissions for freight and people transportation by 20%	2011-2013	
Increase our involvement in society	• Focus "Your World" program on Social & Environment individual or collective projects	2010	• In 2010, 58 social and environment projects were funded through the Your World program.

Measuring our CO$_2$ global emissions (1/3)

IIIII Context

As illustrated by our ISO14001 certification policy (22 certified sites by end of 2010), environmental sustainability has been at the core of our company ethos and, since many years, Gemalto manufacturing sites have been conducting environmental risk / impact analysis and implementing yearly associated improvement action plans mainly addressing consumptions (e.g. of energy, water, paper and manufacturing materials) and waste reduction / management.

With climate change come new challenges for individuals, communities and global companies like Gemalto. As part of our global commitment to environment care, it is crucial to go further than above usual areas of actions, monitoring and reducing the global carbon emissions linked to our overall business and therefore limiting its contribution to the global warming issue

IIIII Objectives

In 2009, we embarked on an ambitious, proactive program aiming at measuring the global CO$_2$ emissions induced by our activities. We decided to perform it according to the "cradle to grave" concept therefore including:

• all our activities e.g. not only manufacturing ones but as well those related to all other functions such as R&D, Business or Support functions, therefore all Gemalto sites / people

• all steps along the whole Life Cycle of the products e.g. not only the steps performed at Gemalto but as well the ones, upstream, related to material generation / transformation at suppliers and the ones ,downstream, at customers / end users.

Decided targets were:

• to complete to whole measurement roadmap over a 3 year period

• to develop 2 custom tools aimed at easing:
  - the data collection process and ensure method consistency between sites and with further data collection campaigns.
  - the calculation of the footprint of a given product for a given customer e.g. taking into consideration its main fabrication and delivery specificities

Measuring our CO$_2$ global emissions (2/3)

IIIII Actions / Results

Developing of a data collection customized tool

As a first step, we have selected an "Carbon footprint" external expert to provide us with training sessions on the common method to apply worldwide and support us during the early phases of the overall project: this included the generation of the initial version of a data collection tool and its deployment / usage in pilot sites which has been completed in H1 2010

The "Bilan Carbone" method developed by the ADEME (French Environment and Energy Management Agency) has been selected for Gemalto CO2 emissions measurement worldwide:.

This method is well recognized at European level, applies the "from cradle to grave" concept and provides conversion coefficients (emissions factors) internationally validated
.

The tool we developed is actually a customization of the ADEME database:

- the 8 basic spread sheets which respectively consolidate data on energy consumption , incoming materials and outgoing products, incoming and outgoing freights, waste, people transportation and amortizations, have been simplified to highlight only relevant lines for Gemalto products / activities

- graphs have been embedded in the files and are automatically generated /updated when feeding the data

- many data are extracted from corporate data bases (ex: purchasing, logistics, ….), sorted by site and then directly provided to them

- Pertinent approximations / extrapolations have been investigated and deployed

In perspective for the coming months is the writing of operating guidelines for this tool as well as corporate directive/procedure regarding C02 emission measurements at Gemalto

Measuring our CO$_2$ global emissions (3/3)

IIIII Actions / Results (cont'd)

Deploying a worldwide footprint measurement roadmap over a 3 years period

- First pilots started in 2009 have been completed in Q1 2010.

- By end of 2010, we had realized 10 sites including 8 main production plants

- By end of August 2011, data collection was completed in 8 more sites including 2 Not-Mfg headquarters and 5 personalization centers

- Based on above data, new actions have been identified toward reduced CO$_2$ emissions both at corporate level (ex: project regarding freight impact reduction) and in several sites

- We are now able to provide significant information to the "Carbon Disclosure Project" which is an independent not-for-profit organization holding the largest database of primary corporate climate change information in the world

In perspective for the coming months is the completion of the footprint for the few remaining plants / personalization centers and an extrapolation of the impact of the people located in small offices (ex: sales or Technical Consultant functions) not included in the already measured perimeter. At that time, we will be able to consider that we cover more than 95% of Gemalto activities

Building a Gemalto card CO$_2$ emissions model

If Carbon footprint measurements per site provide the pertinent data for identifying areas for CO$_2$ emission reduction actions and associated action owner, they do not easily provide the data our customers are very much interested with, i.e. the weight of CO$_2$ equivalent that can be associated to the cards we deliver them

In order to meet their expectations, we have developed a simplified "product CO2 emission model" based on the data collected during site footprints.

The model takes as main variables of the calculation formula, the materials used to fabricate the cards, the different plants where fabrication steps are actually performed (e.g. module assembly, card printing / embedding and card personalization) and the delivery location at customer. Other parameters have been defined as constants.

Simulations show that chip size , travel distance and travel means are key parameters are can induce C0$_2$ emissions varying from simple to triple (from 170 g eq C0$_2$ up to 500 G eq C0$_2$

Formalizing our "Responsible Purchasing" approach (1/3)

▮▮▮ Context

Since several years, Gemalto had observed a significant increase of customers requests regarding CSR topics, initially mostly focused on environment or health aspects (very often in link with substances contained in our materials/products), then, more and more, with additional questions regarding the management of potential social impacts at suppliers.

Moreover, because of Gemalto global footprint and because of our wide port-folio, not only these requests were more numerous, but they were also looking for much more detailed information and demanding commitment's evidences from not only Gemalto but as well from our suppliers (analysis reports, certificate of compliance, eco-friendly materials, etc…)

Looking for improvement actions reflecting our adhesion to the Global Compact charter, we decided to challenge our Purchasing Management System toward Responsible Purchasing best practices

▮▮▮ Objectives

A specific project named "Responsible Purchasing" has been approved within the 2010 then 2011 CSR programs

✖ First objective was to perform a methodical CSR diagnosis of current purchasing policy, processes and practices in order to identify then close the gaps with the "Responsible purchasing" company's model

✖ Second main deliverable was the realization of an overall supplier-related purchasing risk analysis in order to make and implement the more relevant improvement decisions and priorities,

✖ Finally, in order to complete and perpetuate such a global evaluation of CSR risks at suppliers, it was decided to add to our supplier performance monitoring process, a regular assessment of their CSR performances while using it as well for sharing our own best practices with them.

Formalizing our "Responsible Purchasing" approach (2/3)

▏▎▍▌ Actions / Results

Upgrading Policies and processes

As a first step for this objective, both internal and external surveys have been performed in order to establish an accurate global status of the current Purchasing positioning in terms of CSR.

This process, performed by an external CSR expert, has involved all concerned stakeholders:

-16 peoples from all 4 business regions (Latam, Noram, Asia and EMEA) and from managers of all main contributing functions (purchasers of course but as well internal requestors from HSE, Legal, IT, Process engineering) have been directly interviewed.

In parallel, 100 of questionnaires have been sent to usual purchase requestors from above functions, with a high response rate at 75%.

- 67 suppliers have also been either interviewed and/or surveyed through an on line questionnaire, covering all our purchasing segments (i.e. manufacturing materials, subcontracting and indirect purchases), all business regions and the different type of supplying structures (holding, state company, family, big or small): again we reached a high response rate at 70%.

- As for customers we did not directly interviewed or surveyed them but their inputs / positioning has been deducted from the analysis of their usual demands (specific questionnaires or within their calls for tenders.

The results of these 360 surveys has allowed us to map the respective expectations of all stakeholders and to define an aligned Gemalto model with documented principles, rules and tools.

- The Purchasing Policy has been updated and operating /procedures of key processes such as supplier selection or supplier performance monitoring have been upgraded,

- A Purchasing CSR Charter (10 golden rules applying to both Gemalto and its suppliers) has been created. Training sessions have been delivered to internal teams worldwide (46 people) both on the charter content and on the associated new or upgraded tools.

Formalizing our "Responsible Purchasing" approach (3/3)

⦚ Actions / Results (cont'd)

Performing Purchasing CSR Risk Analysis

Gemalto has also developed a specific tool for performing its Purchasing CSR risks analysis, based on the 3 usual pillars: social, environmental and business.

For the 3 of them, different risks factors and quotation grills, using both available external benchmarks / evaluations and on our own experience, have been defined. The analysis identified at first the main stakes of Gemalto purchasing activities and their initial risks, such as geographic location or substance dangerousness, then it assessed residual risks when taking into account all actions implemented by ourselves and by the suppliers to mitigate them and increase their CSR performance.

Main current suppliers have been rated, in order to cover all existing portfolios, and at least 80% of the purchase amount of each portfolio. Then, prospects have been (and will continue to be) included. Bottom line, about 200 suppliers have been evaluated.

It allowed us to confirm our confidence on social, environmental and economical performance of our suppliers while, objectively, pointing out some risks, which appear, thus, easier to share / communicate to concerned companies in order to define associated corrective and/or preventive actions.

Assessing Supplier CSR performance

To be efficient, the Supplier CSR performance must be continuously assessed. For this purpose a Self-assessment Questionnaire has been created, covering the various CSR items, not only towards our suppliers but as well towards their own suppliers.

As of today, this questionnaire has been sent to 31 most risky and/or short listed suppliers. To support them and to get evidences of their statements, meetings or conference calls are organized to review their answers and exchange about Responsible purchasing.

We also started on site CSR audits / visits at 4 of them. We plan to more systematically include CSR topics in the agenda of usual supplier audits looking for supplier increased CSR awareness, best practices sharing and therefore improved performance.

Improving our CSR communication (1/3)

ⅡⅢ Context

      During the last years, Gemalto has been receiving more and more requests from its key customers about many aspects of its CSR approach and performance, questions being either raised during their bid process or through specific questionnaires from their Purchasing department. Several CSR rating agencies also begun to include Gemalto in their assessment panels for investors.

In order to address these explicit demands as well as more implicit expectations of other stakeholders, Gemalto decided to put more emphasis / visibility on its CSR strategy and performance,

ⅡⅢ Objectives

      It was decided to develop projects/actions to improve both internal and external communication.

- As for external communication, the objective, set by the end of Q1 2010, was to address main key stakeholders i.e. customers, investors/shareholders and suppliers through a yearly stand-alone Sustainability report.

Target was set to generate the first edition within the 2010 year focusing on the status and achievements by the end of 2009

- As for internal communication, the objective was to address employees providing them with detailed information on what the company was doing in terms of CSR and therefore increasing their awareness and their willingness to personally engage themselves into actions

Targets were to develop a Sustainability website on the Gemalto intranet and to build on the organization of the Gemalto Sustainable Development Day (GSDD) event for promoting its content as well as highlighting main corporate and local CSR actions

- In order to support above 2 communication objectives, it quickly became obvious that a special project focusing of CSR indicators had to be started immediately. Target was to have an initial set of indicators available for the Sustainability report

Improving our CSR communication (2/3)

||||| Actions / Results

Implementation of a CSR dashboard

As said, a preliminary project was kick off to formalize the initial CSR dashboard of our company. We performed at first a benchmark of the indicators that others companies, similar to Gemalto, were highlighting in their Sustainability reports. Workshop were then organized with concerned internal functions to select a comparable set of metrics for our company consistent with the existing capability of collection and consolidation of these data at least for the 2009 year

Bottom line a set of 32 indicators were identified with associated owners, 16 of them being very consistent with GRI recommendations, others being more company specific.

Data sources and providers were also identified as well as the collection process.

On going or in perspective for coming months are the following actions:

- realization of a methodical analysis of Gemalto's CSR Risks & Opportunities. It will allow to pertinently upgrade our CSR score card

- writing and deployment of an internal procedure describing the collection process and providing precise definition of metrics

- working with data providers to improve data reliability and collection user-friendliness

Realization of a yearly Sustainability report

Again the starting point was an external benchmark then the definition of the format and the style corresponding to Gemalto's CSR culture and maturity. Owners for the various developed chapters were also identified to provide the specific contents, the Communication department ensuring the overall consistency

First report, focused on end of 2009 status, has been publicly published by early Q4 2010. Posted on our external website, it has as well been pushed to our main stakeholders (customers, suppliers, investors,….) by the usual interface functions (Sales, Purchasing,….) while also internally published / promoted toward our employees.

A survey was organized to collect their feedback and take them into account for the Second edition, focused on 2010 achievements, which has just been released in July 2011

Both documents can be downloaded from the Sustainability section of our external web site at http://www.gemalto.com/companyinfo/sustainability/

Improving our CSR communication (3/3)

IIIII Actions / Results (cont'd)

Realization of a dedicated internal "Sustainability" website and Organization of the Gemalto Sustainable Development Day (GSDD)

Achievements of this project result from close collaboration between Corporate Communication and Corporate HSE departments. Expected outputs were to:

• Raise employees' CSR awareness and understanding of sustainability

• Share examples of internal best practices;

• Inspire employees to get involved in SD and HSE initiatives across the company.

This "Sustainability" internal portal has being kick off during the GSDD event on June 4th, 2010 (which was also the UN World Environment Day) and is directly accessible from the intranet home page since that date.

It provides generic information about CSR as well as specific information and examples on the way it is integrated / implemented at Gemalto providing direct links to key documents such as the Code of Ethics, the HSE & SD strategic agenda or to the descriptions of on going projects.

In 2010, we marked the GSDD event with a video broadcast from our CEO, Olivier Piou, who spoke about his views on corporate responsibility and outlined Gemalto's sustainability strategy and ethos. This video was broadcast via some sites' conference rooms, and was viewed more than 2300 times on our intranet.

If Corporate departments ensure global coordination and coherence of the event, the GSDD animation is mainly done at local level .

• In 2010,a total of 23 sites took part. Some held workshops and seminars where employees could discuss CSR and environmental issues. Others showed local presentations on Sustainability, while many organized local volunteering initiatives. In most of the sites, HSE managers and communication champions promoted a Paper Free day (no use of printers) and invited employees to watch one of two movies exploring environmental themes (i.e. "Home" by Y. Arthus-Bertrand and "The Age of Stupid "by F.Armstrong,) and promote the GSDD as a Paper Free day

• In June 2011, 36 sites participated in the event around various activities on the theme " Waste and recycling".