



awn
assystem

FOR A
SUSTAINABLE
GROWTH

Sustainable
Development Report

IN PARTNERSHIP WITH KEY INDUSTRY PLAYERS AND ON THE STRENGTH OF ITS BALANCED BUSINESS PORTFOLIO, GLOBAL ORGANISATION AND SOLID FINANCIAL FOUNDATION, ASSYSTEM CONTINUES TO BUILD SUSTAINABLE GROWTH.

**NORTH AMERICA
UNITED KINGDOM**

730
HEADCOUNT

€M 100
PRO FORMA REVENUE IN 2011

FRANCE

6,820
HEADCOUNT

€M 525
PRO FORMA REVENUE IN 2011

**GERMANY
AUSTRIA
BELGIUM
SWITZERLAND**

1,246
HEADCOUNT

€M 115
PRO FORMA REVENUE IN 2011

**SPAIN
PORTUGAL**

220
HEADCOUNT

€M 12
PRO FORMA REVENUE IN 2011

INTERNATIONAL PRESENCE

ALL OVER THE WORLD, ASSYSTEM PROVIDES SUPPORT FOR ITS CUSTOMERS' PROJECTS.

**OTHER
COUNTRIES**

248
HEADCOUNT

€M 28
PRO FORMA REVENUE IN 2011

**INDIA
ROMANIA
MOROCCO**

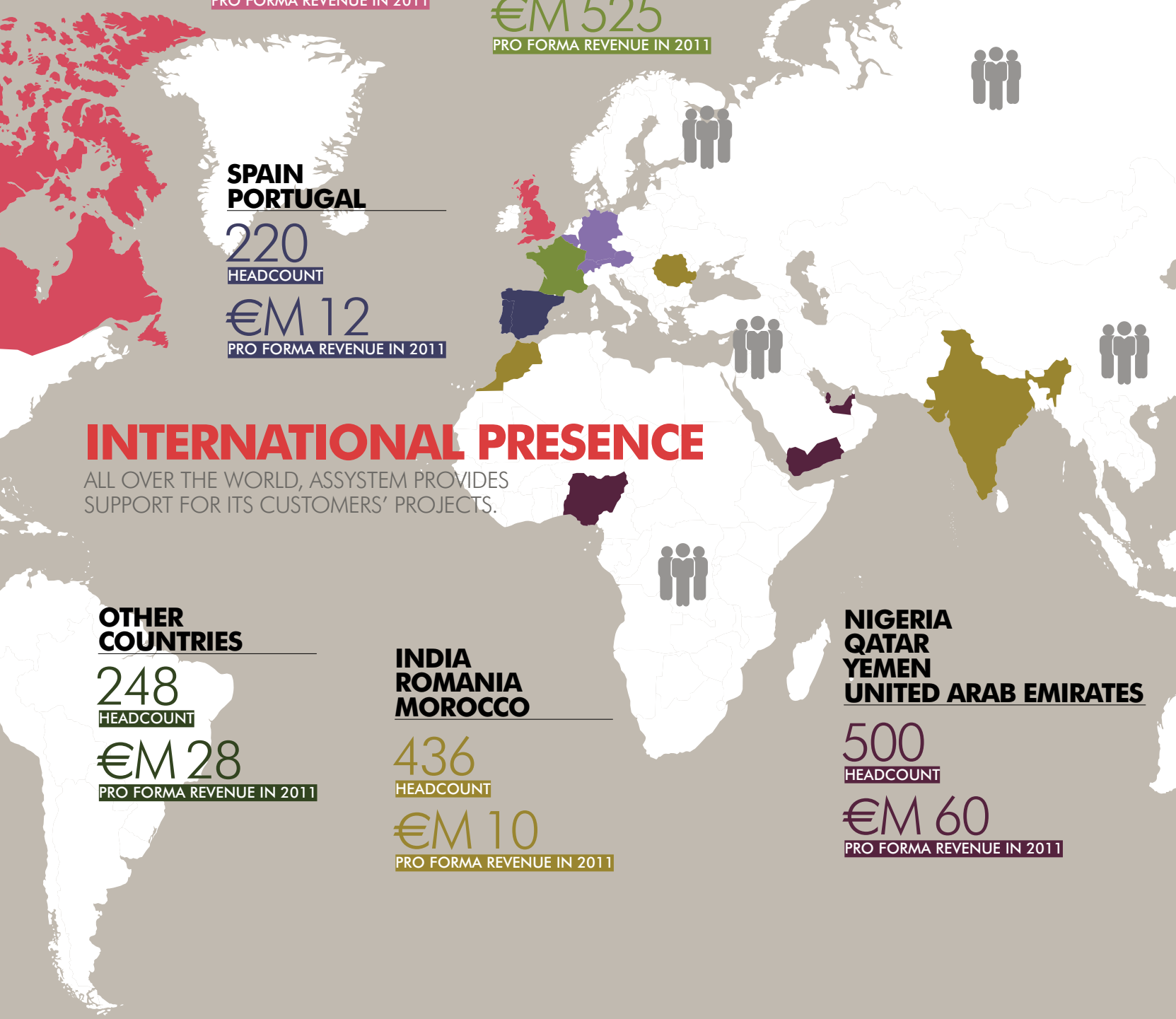
436
HEADCOUNT

€M 10
PRO FORMA REVENUE IN 2011

**NIGERIA
QATAR
YEMEN
UNITED ARAB EMIRATES**

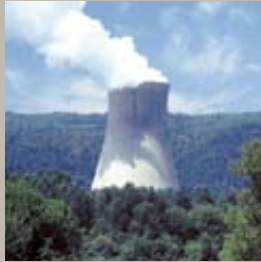
500
HEADCOUNT

€M 60
PRO FORMA REVENUE IN 2011



3 BUSINESS DIVISIONS

ASSYSTEM OFFERS EXPERTISE IN COMPLEX INFRASTRUCTURE ENGINEERING AND IN OUTSOURCED R&D, AT THE CUTTING EDGE OF THE NEEDS OF A DIVERSIFIED MARKET PLACE.



PLANT ENGINEERING & OPERATIONS

SUPPORTING BUSINESSES IN MANAGING THEIR INDUSTRIAL INVESTMENTS, FROM INFRASTRUCTURE DESIGN THROUGH TO DISMANTLING, INCLUDING COMMISSIONING, OPERATIONS AND MAINTENANCE.



AEROSPACE ENGINEERING

BRINGING MECHANICAL AND TECHNOLOGICAL EXPERTISE FROM THE LEADING EUROPEAN AEROSTRUCTURE CONSULTANCY FIRM TO ASSIST MANUFACTURERS OF AIRCRAFT, ENGINES AND EQUIPMENT WORLDWIDE.



TECHNOLOGY & PRODUCT ENGINEERING

DESIGNING, TESTING AND VALIDATING HARDWARE AND SOFTWARE DEVELOPMENT FOR PRODUCTS AND SYSTEMS AIMED AT INDUSTRY SECTORS AS WELL AS NEW TECHNOLOGIES.

€M 850

PRO FORMA REVENUE IN 2011

10,200

GLOBAL WORKFORCE

40%

OF PRO FORMA REVENUE
ACHIEVED INTERNATIONALLY

ON THE PATH TO SUSTAINABLE GROWTH

Our capacity to anticipate and react and the flexibility that characterises our profession have enabled us to emerge from the financial crisis with renewed strength. As a strong and inventive player in an ever-changing universe, we are ready to support industry with its evolution and change.

Today, showing a new path to sustainable growth, we bring together our intelligence, our capacity for innovation, our creativity and our values to build, with and for our customers, tomorrow's performance.

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INTERVIEW WITH DOMINIQUE LOUIS

CHAIRMAN OF THE MANAGEMENT BOARD

“ THE CHALLENGES OF SUSTAINABLE DEVELOPMENT
ENLIST OUR INDIVIDUAL AND COLLECTIVE RESPONSIBILITY. ”



01

WHAT OBJECTIVES DOES THIS FIRST REPORT ON SUSTAINABLE DEVELOPMENT FULFIL?

Dominique LOUIS: Over 45 years, our culture of accountability meets the major challenges of the industry and civil society, namely safety and security of activities, employment protection, and environmental friendliness. In 2011, as a mark of our public commitment, we became a member of the UN Global Compact. Our sustainable development report is an additional step in this process. It demonstrates our determination to make commitments to our stakeholders and provide them with the means to assess our actions based on a set of indicators. It is also a means of making our views and practices known, of initiating dialogue and nurturing collective intelligence. We at Assystem are convinced that openness and exchange are the best ways to progress.

02

YOU ARE EXPANDING HEAVILY ABROAD. TO BE SUSTAINABLE, DOES DEVELOPMENT HAVE TO BE MULTICULTURAL?

DL: I am convinced that to develop, we must do away with borders, especially cultural borders. This is true not only of a company, but of society as a whole. At present, we generate our revenue mostly in Europe, and 40% outside of France. However, being European is above all a state of mind that we foster in all the strata of the company, through our teams' commingling and mobility. We contribute in our own way to the European construction process, and we want to stay on course for there is much at stake: the propensity for protectionism has never been as strong as it is today. But as we have seen in the past, an inward-looking approach never did any good, be it to the economy or to society.

03

IN 2011, YOU PUBLISHED THE "THE MANIFESTO FOR THE GROWTH TO BE". WHAT WAS YOUR INTENTION?

DL: This Manifesto was born of the 2008 crisis and the awareness that the world is now constantly changing - a change that is erratic and unpredictable - and we must know how to change with it. Adapt to sustain is our main challenge. However, we do not want to meet this challenge at any cost; it is our determination - and our responsibility, as set forth in the Manifesto - to find solutions that foster growth to integrate rather than exclude, and which caters more specifically to the interests of people and society. We wish to rally the economic players around the idea that we can invent uncommon forms of coordination between companies and their stakeholders, and thus create sustainable shared value.

OUR SCOPE OF RESPONSIBILITY



OUR BUSINESS: PAVE THE WAY FOR PROGRESS

Assystem is a leading European engineering services company that studies, designs and oversees all or a part of the creation of an engineering structure or technological component. Our teams provide assistance to major manufacturers to cut down their project costs and time lines, optimise their development, manufacturing and marketing processes, and make for designing and producing innovations anywhere in the world. Our economic model is built on our capacity to bring together various forms of expertise and personalities to create a "community know-how". We use a three-pronged approach to responsibility:

- Anticipate and integrate our clients' social and environmental challenges in the services we offer them;

- Further the professional and personal development of our engineers and employment protection;

- Contribute to collective progress through our views and expertise.

THE IMPACTS WE MAKE:

SOCIAL IMPACT

EMPLOYMENT:
jobs created
in 2011

795

45%

SKILLS:
of employees received
training in 2011

ENVIRONMENTAL IMPACT

1,55

DIRECT:
tCO₂ of emissions per person
and per year, on an average
in France in 2011

100%

INDIRECT:
of our R&D projects
are aimed at improving
the carbon footprint
of our technologie

SOCIETAL IMPACT

Fresh graduates represented **24%** of the recruitment in 2011

Women accounted for **20%** of Assystem's workforce in 2011



OUR STAKES:

CLIENTS:

Nurture long-term partnerships based on our like-mindedness as concerns our demands of quality, risk control and competitive advantage. Reflect our CSR commitments in our relationship with clients through responsible behaviour and by developing solutions that promote sustainable development.

EMPLOYEES:

Put our employees on a track that allows them to make professional and personal progress. Promote their employability.

SUPPLIERS:

Develop lasting relationships, based on shared values and their complete integration in our projects.

INVESTORS:

Conduct our business in a rigorous, controlled and transparent manner, abiding by the principles set down in the Assystem Professional Code of Conduct.

Deliver regular and transparent information and promote dialogue.

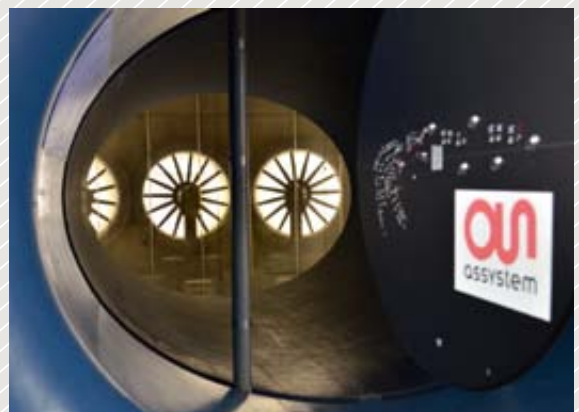
COMMUNITIES:

Ensure that our activities and innovations promote collective progress.

Take part in the development of territories and community initiatives.

OUR APPROACH:

In 2011, Assystem drew up an initial list of key indicators to assess the impact of its activity on its environment and from its stakeholders' standpoint. Assystem approach towards progress is aimed at broadening the scope of data consolidation and sharing these indicators both within the company and outside in order to improve them.



OUR COMMITMENT PRINCIPLES

CORPORATE AND ENVIRONMENTAL RESPONSIBILITY,
OUR APPROACH IS DEEPLY ROOTED IN OUR COMPANY CULTURE.

COMMITMENTS AND ACTS THAT INVOLVE THE COMPANY AS A WHOLE

The implementation of CSR (Corporate Social Responsibility) is overseen at the highest management level, in compliance with the principles set down in the UN Global Compact. These principles determine our strategic orientation and are deployed in the Group through the stringent requirements in terms of behaviour and practices, on the Management Board's initiative. Transparency, control and ethics are the pillars of our approach and integrated as such in our managerial processes.



01

PRINCIPLES AND A POLICY THAT ABIDE BY THE UN GLOBAL COMPACT



The Global Compact was initiated in 1999 by Kofi Annan, the Secretary General to the United Nations. It calls on heads of companies to promote and safeguard ten major principles concerning human rights, working conditions, environment protection and the combat against corruption. Assystem has integrated these principles in its policy definitions and the steering of its business.

02

AN APPROACH IN LINE WITH THE MANAGEMENT PROCESSES



Our professional code of conduct formally sets down the principles of action and rules that govern the behaviour of all employees with respect to their stakeholders and the environment. On the operational front, the continued improvement management system implements the principles of CSR, in accordance with the recommendations of the ISO 26000 standard on the responsibility of companies towards society.



THE VALUES SHARED BY OUR TEAMS:
CREATIVITY, REACTIVITY,
SOLIDARITY, RESPONSIBILITY



03



THE MANIFESTO FOR THE GROWTH TO BE

OUR COMMITMENT TOWARDS SUSTAINABLE GROWTH

We at Assystem are convinced that there is a new perennial growth model that meets the aspirations of our times. We call this growth the Growth to be.

The "Manifesto for the Growth to be" is intended to spread this view outside the Group, to share and concretise it. It calls upon the world's economic players and decision-makers to think differently about their relationships to their economic, social and natural environment.

“ Towards growth that is heedful of Man and his environment, that obliges each and every one to accept their individual and collective responsibility. ”

DOMINIQUE LOUIS, *Chairman of the Management Board*

It urges them to adopt an approach that gives the social and ecological equilibrium the same consideration as the economic and financial equilibrium.

This view draws from the collective works of a group that comprises economists, a philosopher, company heads and Assystem.

GOVERNANCE, THE GUARANTOR OF RESPONSIBLE GROWTH

ASSYSTEM IS A PUBLIC LIMITED COMPANY WITH A MANAGEMENT BOARD AND A SUPERVISORY BOARD. THE INDEPENDENCE OF THE SUPERVISORY BOARD OFFERS OUR STAKEHOLDERS THE GUARANTEE OF OBJECTIVE MANAGEMENT CONTROL OF THE COMPANY AND TRANSPARENCY OF INFORMATION.

From left to right:

DOMINIQUE LOUIS /
Chairman of
the Management Board.

GILBERT VIDAL /
Member of
the Management Board,
Responsible for Finance
and Legal Matters.

**STÉPHANE
AUBARBIER /**
Member of
the Management Board,
responsible for the *Plant
Engineering & Operations*
and the *Technology &
Product Engineering divisions*.

**MARTINE
GRIFFON-FOUCO /**
Member of the Management
Board, responsible for
Corporate & Business
Development.

DAVID BRADLEY /
Member of the Management
Board, responsible for
the *Aerospace Engineering*
and the *International
Development divisions*.

GÉRARD BRESCON /
Member of the Management
Board, responsible for *Human
Resources Development*.



A SOUND AND EXPERIENCED MANAGEMENT BOARD

This collegiate body chaired by Dominique Louis is in charge of heading and running the Group.

The Management Board holds extensive powers to act on behalf of Assystem, subject to the powers expressly assigned by law to the Supervisory Board and the Shareholders' Assemblies. Its six members, including Dominique Louis, are appointed by the Supervisory Board for a five-year period.

They provide the main functional and operational competencies required for steering the business, and draw on their in-depth knowledge of their profession.

Several members of the Management Board started out as fresh engineering graduates at Assystem - their seniority helps anchor the values of the company and the safety culture in the various business units. The new members bring their specific competencies that are essential to transforming the Group into a multicultural company of significant size, which is established firmly in its markets and businesses.

A PREDOMI- NANTLY INDEPENDENT SUPERVISORY BOARD

The primary mission of the Supervisory Board is to constantly oversee the management activities of the Management Board. It comprises eight members, of which seven must meet the specific independence criteria defined by the corporate governance code for listed companies published by AFEP-MEDEF. They serve a three-year renewable term of office. The Supervisory Board is supported by two committees for its strategic focus, namely the Audit Committee and the Remuneration and Appointments Committee. Each committee is composed exclusively of independent members and is governed by its own Rules of Procedure.

INITIATIVES

“

We placed the focus of our project on equal opportunity, one of the founding principles of INSA Lyon. By financing scholarships, handicap support actions and mentorships, Assystem and its engineers provide us valuable support.”

ALEXIS MÉTÉNIER
HEAD OF THE INSA LYON FOUNDATION



“

Working for an organisation that supports a worthy charity has a positive impact on employee engagement and strengthens the feeling that we are making a difference.”

ASHLEY CLULOW
HEAD OF HUMAN RESOURCES, ASSYSTEM UK

“

Assystem can draw on its dual expertise for bringing about the city of tomorrow and making concrete intelligent – embedded system development and complex infrastructure engineering.”

FRANCK LADEGALLERIE
HEAD OF MARKETING AND SALES AT ASSYSTEM



“

For Assystem, greater commingling is a driver for performance, stability and therefore durability. By combining talents, we can take full advantage of our differences ... and contribute to the company's development through bilingual management.”

EMMANUELLE CAPIEZ
HEAD OF HUMAN RESOURCES, ASSYSTEM FRANCE



“

For three years now, Assystem provides its expertise as a company with deep commitments to handicap, and supports engineering students for their outreach actions on their campus, which should allow several of their peers to train and obtain the Handi Manager qualification.”

ISABELLE ORTIZ
COMPANIEROS



**Extracts from The Manifesto
for the Growth to be.**

To all clients, whose requirements will always increase, we have to answer with a new breath of creativity and innovation enriched with worldwide exchange and networking. It is the only way to stand up to (...) international competitors.

To all shareholders, who expect the best return on investment (in the short term), we have to transmit the obsession of stable and long-term growth. We must demonstrate that real profitability comes from companies that are able to create sustainable growth.



01

CONTRIBUTE TO THE SUSTAINABLE DEVELOPMENT OF INDUSTRY

.....
WHEN INTEGRATED IN CIVIC SENSIBILITY AND CONCRETISED IN THE REGULATIONS,
THE CHALLENGES OF SUSTAINABLE DEVELOPMENT FOSTER THE EMERGENCE OF A VIRTUOUS DYNAMICS
IN THE INDUSTRIAL WORLD, IN WHICH ECONOMIC PERFORMANCE AND ENVIRONMENTAL PERFORMANCE
ARE CLOSELY LINKED. WE, AS ENGINEERS, CONTRIBUTE TOWARDS MAKING THIS MOVEMENT LAST.
.....



01

A RESPONSIBLE VIEW OF OUR MISSIONS



CONTROL RISK, REDUCE THE ENVIRONMENTAL IMPACT OF ACTIVITIES, PRESERVE RESOURCES AND THE NATURAL ENVIRONMENT - SUCH ARE THE CHALLENGES THAT THE INDUSTRY FACES CONSTANTLY, AMPLIFIED BY EVER MORE STRINGENT REGULATIONS. THEY HAVE NATURALLY BEEN INTEGRATED IN OUR VIEW, OUR STRATEGIC ORIENTATIONS AND PROCEDURES AT ASSYSTEM.

SHARE THE CHALLENGES OF THE INDUSTRY: create the conditions for progress that is respectful of both people and the environment

Our capacity to help our clients meet the challenges of sustainable development rests on two pillars: the industrial culture of environments having strong constraints, especially as regards rules and safety; cutting-edge expertise focused on finding solutions – both processes and technologies – that are heedful of the environment and human health.

A CULTURE OF RESPONSIBILITY FIRMLY ROOTED IN THE PROCESSES AND PRACTICES

Over 45 years of experience in a constraintful environment with the operators of complex infrastructures have given birth to a risk management culture in Assystem, with an anticipation and impact control requirement at all the levels of the business. This culture is conveyed through training, mobility and transmission of knowledge based on intergenerational relationships.

It is deployed very early ahead when creating projects and defining their size. It serves to orient the research & development dimension and underpins the management processes

used for continuous improvement.

Our quality procedures guarantee that our clients receive top-level services, notably for risk prevention and compliance with environmental standards.

“ WE LOOK FOR INNOVATIVE SOLUTIONS FOR MATERIALS, ENERGY EFFICIENCY AND ECOMOBILITY ”

SUSTAINABLE SUPPORT: ethics, risk control, solidity

MEN OF VALUE

Our professional code of conduct defines the framework of the relationship between our employees and our clients. It guarantees our clients that, for each type of assignment, within their teams or for outsourced assignments, we will abide by the online principles and methods that apply world standards as their in-house procedures for ethics and security.

NUCLEAR SAFETY: SUPPORT NEW ENTRANTS

Backed by its long-standing experience in safety matters, acquired within the French nuclear programme, Assystem is a benchmark player in this field. Since 2011, in the International institute of nuclear energy (I2EN), we have developed training programmes for future operators. These modules are founded on the sharing of best practices and the transfer of knowledge that are essential to the responsible development of a nuclear power industry.



Transfer of knowledge instates new talents in the company and develops competencies

01

CONTRIBUTE TO THE SUSTAINABLE DEVELOPMENT OF THE INDUSTRY

A LASTING FINANCIAL BASIS

For our major clients, the soundness and financial standing of the companies they work with are decisive selection criteria. In 2009, the Group showed them its ability to weather crises while maintaining its cash position, and in 2011, its capacity to raise finances to further its developments. The sectorial and geographical complementarity of our business shields us from the unforeseen ups and downs of the economic climate and guarantees lasting growth.

HIGHLIGHT

SUSTAINABLE DEVELOPMENT ISSUES AT THE HEART OF OUR DEVELOPMENT FOR THE FUTURE



In 2007, Assystem took the initiative of designing a transportation solution that minimises greenhouse gas (GHG) emissions: the Assystem

City Car, a low-pollution, 85% recyclable, hybrid vehicle project. Through some of our contracts, we are also involved in innovations that address sustainable development issues: the hydrogen engine for BMW, fuel cell for a major French car manufacturer and wind turbines for Gamesa. These initiatives illustrate the synergy between the two dimensions of sustainable development, the economy and the environment.

HIGHLIGHT

CLIENT SATISFACTION FOLLOW-UP, A TOOL FOR CONTINUOUS IMPROVEMENT

In France, since 2004, Assystem has been conducting a satisfaction survey every year on a panel of 600 clients, in order to orient its continuous improvement drive in a reactive manner. In 2011, 85% of the clients interviewed stated that they were satisfied with the services delivered.

MAJOR PROJECTS: innovative solutions to promote lasting growth

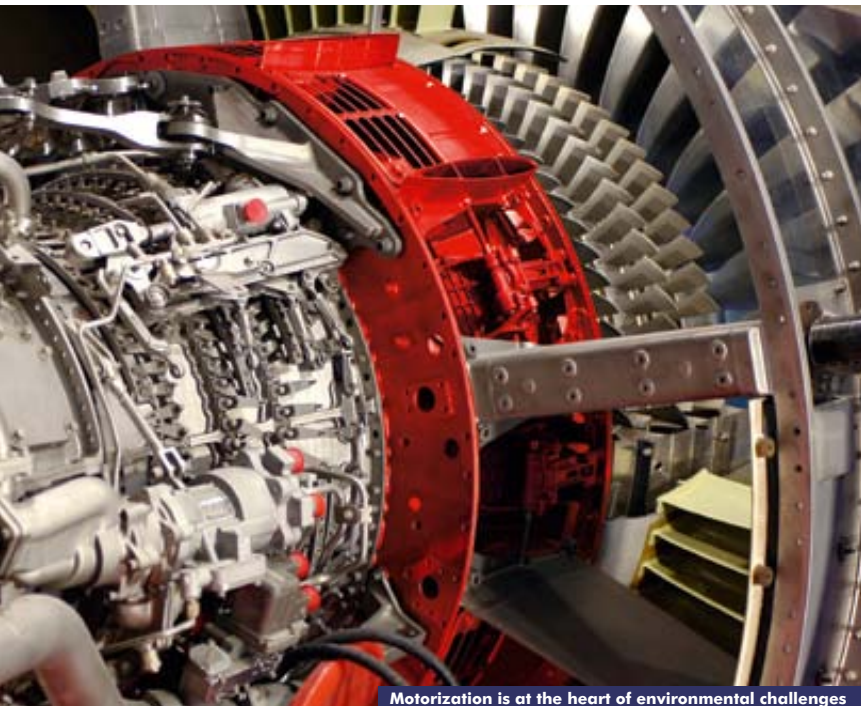
In the major projects we undertake such as industrial investment, aeronautical programmes, transportation, energy, the economic stakes are in line with the challenges of sustainable development: cutting down power consumption and greenhouse gas emissions is included in the strategy to optimise costs for our clients. In this context, it is the engineer's responsibility to design and develop solutions that cater to these challenges in the very early stages of the project. This is the thrust of our works in the field of structure of materials, energy efficiency and ecomobility.

INNOVATE TOWARDS LIGHTER MATERIALS

In the aeronautical sector, reducing engine weight is a lever to drastically cut down energy consumption. We are working toward it by exploring the potential of composites that are lighter than metal. We worked jointly with Snecma in designing LEAP, a new generation of aircraft engines with ambitious goals: reduce aircraft fuel consumption (-15 %), NOx emissions (-50 %) and aircraft noise (15 EPNdB).



The Amphibian prototype



Motorization is at the heart of environmental challenges



Additionally, our teams seek to initiate technological leaps, for example by conceiving Amphibian, a truly ultra-light prototype of microlight aircraft. In the interest of lightness, the engineers selected top-notch materials (titanium, carbon, Kevlar®) and designed a single-piece moulded fuselage for accelerated production and mass gain. The Amphibian will be capable of covering 1200 km in under 6 hours, with a calculated empty weight of only 245 kg.

**INFRASTRUCTURES:
ANTICIPATE IMPACTS VERY EARLY ON**

In the construction field, a number of variables can affect the environmental footprint of projects, such as transportation, energy profile of materials, processes, etc. The very skill of an engineer is to integrate optimisation goals in the design phase itself. Our research is focused on project sizing and the processes implemented in our undertakings. Another dimension we apply is to design solutions that limit the use of power-guzzling material.

As part of our prime contracting assignment in the building construction for the ITER project, we conceived and implemented technical solutions that optimise the use of concrete. The investment budget was cut down by about 15% and major savings were generated in terms of the resources consumed and CO₂ emissions.

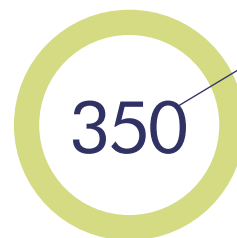
In addition, Assystem R&D department is working on the intelligent building concept, integrating electronic management and energy consumption control systems.

**ECOMOBILITY:
SUPPORT THE DEVELOPMENT
OF GREEN BUSINESS TRAVEL**

The transportation of the future must reconcile individual mobility aspirations and respect for the environment and capacity constraints in an increasingly urbanised world. This challenge stimulates our collective intelligence to contribute towards furthering pioneer projects. For example, we develop innovative railway security systems that are adapted to the requirements of major cities worldwide. At the cutting-edge of car sharing projects, we provided the general contracting support for the Autolib' project in Paris, France.

**HIGHLIGHT
A PARTNER TO RESEARCHERS**

Assystem participates in several competitiveness clusters in France and in Europe - *Véhicule du Futur* in the Franche-Comté region, the nuclear cluster in the Bourgogne region, Aerospace Valley in Toulouse, polepharma near Dreux, etc. In early 2012, the company signed a partnership agreement with the Foundation for Scientific Cooperation at the Paris-Saclay campus.



.....
**EXPERTS RALLIED IN EUROPE
 TO PARTICIPATE IN THE DEVELOPMENT
 OF ELECTRIC OR HYBRID VEHICLES**



**Extracts from The Manifesto
for the Growth to be.**

For employees who, beyond salaries, yearn for professional fulfilment, we have to offer, not lifetime employment, but lifetime employability. This will compel us to face the challenges of long-term training as well as geographical and sectoral mobility.



02

OPEN THE PERMANENT PATH TO PROGRESS FOR OUR EMPLOYEES

AS A RESPONSIBLE EMPLOYER, ASSYSTEM SUPPORTS ITS EMPLOYEES IN THE DEVELOPMENT OF THEIR SKILLS AND POTENTIAL. ITS INTERNATIONAL, MULTI-PROFESSION AND MULTI-COMPETENCY STRUCTURE OPENS UP A WEALTH OF OPPORTUNITIES FOR ITS EMPLOYEES WITHIN THE GROUP AND BEYOND - IT IS IMPORTANT FOR US THAT OUR HUMANIST VALUES AND OUR IDEA OF PROGRESS ARE ABIDED BY, UPHELD AND SPREAD AROUND.



02

OUR APPROACH IS CENTERED ON BETTER LIVING WITHIN THE COMPANY



An expert with passion : the Assystem engineer

THE TALENT, THE MOTIVATION AND THE "COMMUNITY KNOW-HOW" OF OUR EMPLOYEES ARE THE BIGGEST ASSETS OF THE COMPANY. OUR OBJECTIVE IS TO OFFER EACH NEWLY HIRED PERSON THE OPPORTUNITY OF MAKING PROGRESS WITHIN THE GROUP AND IN HIS OR HER FUTURE EMPLOYMENT. THE WEALTH AND DIVERSITY OF ASSIGNMENTS, TRAINING AND MOBILITY OPPORUNITIES ARE ALL LEVERS OF OUR HUMAN RESOURCE MANAGEMENT.

GROW TALENTS

Assystem employs over 10,000 persons worldwide. The average length of service is 7 years and the average turnover is 25%. The Group hires about 2,500 persons every year. 70% of the new hires are engineers, and 25% are fresh graduates. Employee referrals account for more than 20%, testifying to the ability of Assystem employees to recommend their company.

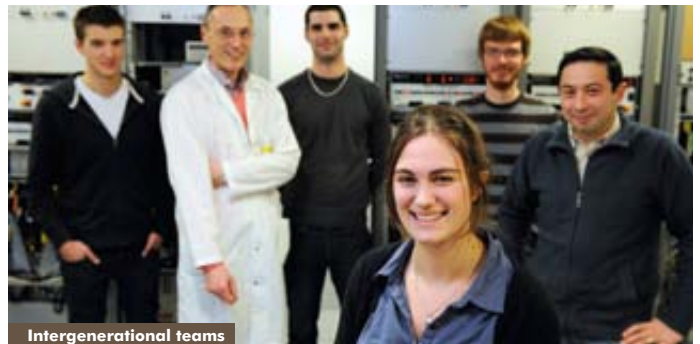
INSTATE NEW TALENTS IN THE COMPANY

The engineering consultancy sector conventionally attracts a large number of fresh graduates who are eager to learn their profession by handling diverse assignments. This population accounts for one quarter of our annual recruitment. It is our responsibility to facilitate its integration in the company and help it grow its skills. For this, we use a specific process. We develop partnerships with top-ranking engineering schools to offer the chance of a professional opportunity, right from the traineeship period. Once

hired, fresh graduates join a personalised integration programme that helps them acquire the fundamentals of the engineering profession that will serve them throughout their career.

ASSYSTEM IS AND MUST REMAIN A CREATOR OF COMPETENCIES - THIS IS ITS PRIMARY ROLE AS A RESPONSIBLE COMPANY

With our mentoring, interesting projects, training and accountability awareness, we help these young trainees in their personal development and enable them to view their collaboration as a career path rather than a series of assignments.



HIGHLIGHT

LEO ... AS IN LEONARDO DA VINCI

Today's trainees are the source of tomorrow's growth; however, we must cultivate their taste for corporate life. In France, Germany and the United Kingdom, specific programmes are conducted to facilitate their integration in the company and give them access to employment. In France, for instance, each of the 300 trainees recruited are integrated in a trainee group and supported by a tutor and a mentor. In Germany, trainees who are part of an internship programme are given the same welcome and go through the same integration route as new hires. The idea is to turn them into Leos, i.e. creative and responsible employees who can speak out for Assystem's difference and its capacity for innovation.

LEVERAGE THE EXPERIENCE OF SENIOR EMPLOYEES

The recruitment of seniors and leveraging their experience are an important part of our human resource policy. Based on the principle that they represent the future of our junior employees, our over-45 employees avail of a career management system aimed at safeguarding their skills within the Group, enhancing them and transferring them. They are called upon to conduct training or tutor fresh graduates. The interview held for the second part of one's career in France helps senior employees define their career objectives in the medium term and adapt their career path accordingly. In 2011, seniors represented 19% of the overall workforce at Assystem and 5% of recruitments.

02

OPEN THE PERMANENT PATH TO
PROGRESS FOR OUR EMPLOYEES

GROW SKILLS to increase employability

TRAINING AND KNOWLEDGE TRANSFER - THE FOUNDATIONS OF DEVELOPMENT

It is through the development and continued upgrading of skills that Assystem remains in the leading position in its business sectors. In 2011, 4,408 employees of the Group received training over an average 39-hour.

The primary goal of Assystem Institute, created in 2008, was to gather and transfer the know-how of senior employees who were involved in the initial nuclear programmes. It now groups together three institutes dedicated to specific professions.

– The Assystem Nuclear Institute (ANI) handles the transfer of know-how from in-house experts to junior employees through theory courses and practical support during their initial assignments.



Securing the loyalty of our employees
by strengthening everyone's sense of responsibility

– The Assystem Project Management Institute aims at improving the quality of Assystem's individual and collective skills in project management by propagating a shared best practices reference system.

– The Assystem Aerospace Institute (AAI) is run by a panel of experts coming from the different professions in the aerospace sector. It offers operationally-oriented training as well as training eligible for quality certification.

These structures are the key instruments of the Group's human resource management, and particularly its workforce planning. They stand guarantee for Assystem's excellence in the know-how and soft skills it provides its clients.

CONSTRUCTIVE MOBILITY

When coping with variations in business activity that can sometimes be substantial, Assystem's agility is its strength that is sustained by the internationalisation and diversification of its businesses. Its corollary - mobility - is seen as a source of motivation and advancement that steps up the employability of its employees. The challenge faced in human resource management is to develop – by anticipating skills requirements, by training – the bridge between the entities of the Group, its sites and its businesses. Assystem Institute plays a pivotal role in this policy. In 2011, 505 employees changed their job positions through this system.



3,235

ENGINEERS
RECRUITED IN 2011



Assystem created the Assystem Nuclear Institute, a place where competencies emerge



Training steers people in their career choices

CARING FOR THE EMPLOYEES' WELL-BEING

MANAGERS WHO CAN LISTEN...

By listening to their market segments and their clients, managers can pre-empt the creation of skills required in each business line and each production line. They are also in charge of establishing and nurturing the relationship with their employees, make it meaningful, earn the latter's loyalty while encouraging their accountability. In a group such as ours, where

70% of whose employees work off-premises on specific assignments, the quality of attention and follow-up is indispensable: not only does excellence of service depend on it but also the motivation of our engineers - a requisite for their well-being in the company. The quality, development and support of our managers at all levels of the Group's hierarchy are of particular importance to us.

WATCH ON PSYCHOSOCIAL RISKS

There are few occupational risks inherent to the consulting business. The main risk is stress, often tied to the engineer's isolation when off-premises or due to their routine being upset in-between assignments. To prevent this risk, a psychosocial risk management system was developed right from 2008 in France. This programme calls for managers to be specifically watchful over a certain number of indicators that can be used to spot difficult situations. Training sessions are conducted to train managers in this watch procedure.

HIGHLIGHT

RETRAINING TO SAFEGUARD EMPLOYMENT

With Assystem Institute, Assystem is equipped to safeguard its jobs in a context of major economic and technological changes. During the automobile crisis at the end of 2008, its training programmes served to transfer about 300 employees from the automobile sector to the nuclear sector. When the jobs of our drafters were threatened by technological upgrades, Assystem Aerospace Institute proposed training in custom calculation, directly linked to client requirements. Another training programme allowed our Airbus technicians to convert to Dassault design processes and join the aircraft manufacturer's research units in Bordeaux.



**Extracts from The Manifesto
for the Growth to be.**

To all citizens who doubt our production model,
we must become role models with our sense of responsibility,
our respect for social and ecological matters as well as
economic and financial issues.



03

BUILD TOGETHER A GROWTH SHARED BY ALL

.....
CONVINCED THAT GROWTH CAN BE CONCEIVED DIFFERENTLY,
ASSYSTEM ADVOCATES THE IDEA OF A GROWTH THAT IS SHARED BY ALL
AND FOR THE BENEFIT OF ALL WITHOUT EXCEPTION.
.....



03

OUR ACTIONS TO PROMOTE CIVIC GROWTH



Mastering growth to respect mankind and the environment

FUELLED BY OUR VALUES OF SOLIDARITY, WE TAKE ACTION WITHIN THE COMMUNITY TO SPREAD OUR VIEW OF RESPONSIBLE AND SUSTAINABLE GROWTH. WE ENDEAVOUR TO RESPOND AT OUR LEVEL TO THE MAJOR CHALLENGES OF SOCIETY - EMPLOYMENT, COMBAT AGAINST DISCRIMINATION, GLOBAL WARMING.

BEING RICHER FOR LISTENING AND INTERACTING

Assystem cultivates its views and collective intelligence through an open approach that integrates the thoughts of the industry, and the economic world in general, on accountable practices.

WITH SOCIAL PARTNERS: MOVE AHEAD TOGETHER

We work with trade union organisations to lend meaning to our practices and working methods. This is why, in France, we were keen on signing the agreements on promoting gender equality and senior employment. We pool our efforts within a follow-up commission for the prevention of psychosocial risks.



Solidarity: a value carried out by all Assystem employees

WITH THE ENGINEERING SECTOR: INITIATE ACTIONS THAT FOSTER COLLECTIVE PROGRESS

We participate actively in major initiatives designed to promote our professions and propagate the best practices in terms of safety and security. We work with our professional trade union, Syntec-Ingénierie, to create reference systems for the application of the ISO 26000 standard. We also conduct the works on junior employment and sustainability of the nuclear sector.

We also participate in the implementation of collective actions, such as the Idei engineering institute founded in 2011. By bringing together engineering companies in ambitious collaborative projects, IDEi came to be known as the reference contact for competitiveness clusters, the *Agence Nationale Recherche* (ANR or National agency for research) and the *Investissement d'avenir* programmes. Assystem is one of the founding members.

“ AS A BENCHMARK PLAYER IN ITS FIELD, ASSYSTEM INTENDS TO ASSUME ITS RESPONSIBILITIES AS AN ECONOMIC AND SOCIAL PLAYER ”

MAKE OUR VOICE HEARD BY DECISION-MAKERS

Through the Chairman of the Management Board, Assystem participates in the *Entreprise et Progrès* think tank. This reflection group that brings together the heads of the main French companies since 1970, is aimed at maintaining a continuous and constructive dialogue with policy makers and economic players. Its mission: place the person at the heart of the company's objectives, and place the company at the heart of society to further the economy, the society and the environment in concert.

03

BUILD TOGETHER
A GROWTH SHARED BY ALL

HIGHLIGHT

**ASSYSTEM'S
COMMITMENT TO INSA¹**

The *Cordées de la réussite-Convention Diversité* programme by the Fondation INSA at Lyon supports good students from less-fortunate backgrounds. Under the 5-year sponsorship agreement signed on 18 November 2011, they avail of scholarships and tutoring by our engineers. We also wish to promote the integration of disabled students and the accessibility of schools, as also their entry into the working world. Our female employees mentor female students for preparing their career objectives.



Our Femmes d'énergie network supports female collaborators throughout their careers

**WORK TOWARDS DIVERSITY
AND EQUAL OPPORTUNITY
make our business
a path to progress**

Right from 2006, Assystem became a civic player in promoting diversity and equal opportunity, especially by signing the *Charte d'Engagement des Entreprises au service de l'Égalité des Chances dans l'Éducation*



**SKILLS AND
PERSONAL QUALITIES
TAKE PRECEDENCE
OVER ALL OTHER
CRITERIA** ”

(Corporate charter for commitment towards equal opportunity in education). Convinced that skill and human qualities take precedence over any other criterion,

we undertook various initiatives to help less-fortunate populations in gaining access to engineering careers.

**COMBAT AGAINST DISCRIMINATION
BASED ON SOCIAL BACKGROUND**

In 2011, Assystem signed a 5-year partnership with Fondation INSA¹ at Lyon with the aim to help youngsters from less-fortunate social backgrounds to succeed in their studies and gain access to employment, by supporting the actions conducted by the *Centre Diversité et Réussite* (Centre for diversity and success). A similar programme, conducted since 2007 in partnership with the *Lycée Henri IV* institution in aid of the CPES (preparatory class for higher studies) initiative allowed the institution to increase the number of its scholarship students by 23%.

**GIVE WOMEN THE MEANS
TO ACHIEVE A SUCCESSFUL WORKING LIFE**

With 20% of women in its workforce, Assystem has a female employment rate that exceeds that of female engineers in France (17%) and applies a proactive policy that raised the number of women engineers recruited in 2011 to 25%. Our objective is to increase this proportion even further, and to step up the number of women holding senior positions by helping them move up within the group. Since 2010, we have





INSA students from less-fortunate backgrounds can be mentored by Assystem engineers

an in-house relay to apply this policy, the *Femmes d'énergie* network. In addition to providing support for female employees in their career, *Femmes d'énergie* is engaged in promoting the engineering professions among students and fresh graduates. *Femmes d'énergie* is a member of the *InterElles* circle, and inter-company association engaged in helping women gain access to technical and scientific sectors and move up in them.

INTEGRATE DISABLED PERSONS BETTER

Convinced that a handicap does not stall professional growth, we acquired a Mission Handicap in 2007. Its role: integrate new employees with disabilities and make it possible to retain them in employment. With its help, Assystem commits towards the inclusion of the handicap via partnerships with the protected circles, sponsorship agreements with educational infrastructures and awareness-raising actions among its internal and external populations. Since 2010, the company is a partner of the Handi Management programme that is intended to train students – the future managers – in disability management. In five years, the number of known disabled employees has more than doubled in Assystem.

HIGHLIGHT

ENGINEERS - CREATIVE, UNITED AND RESPONSIBLE

While oil and gas resources are fast depleting and the needs of the world population continue to increase, housing appears to be the "primary bedrock of energy savings"². Our R&D devotes several projects to this issue: with our home automation system I-planet, people can reactively assess and control their energy consumption through an interface installed on a smartphone. The IndEHo (Independent energy home) project is aimed at making homes self-sufficient in energy without making any major modifications, by working on technologies and materials. Concomitantly, our concentrated photovoltaic cell research shows promise of a substantial increase in the performance ratings of solar collectors.

1. The *Institut National des Sciences Appliquées* (National institute for applied sciences) is an engineering school in France.

2. Report by the energy commission at the *Centre d'Analyse Stratégique* (Strategic analysis centre), "Energy prospects for France for 2020-2050", 2008.

03

BUILD TOGETHER
A GROWTH SHARED BY ALL

SUPPORT CIVIC INITIATIVES

Assystem wants to give its employees the opportunity to drive actions that they can be proud of, and supports joint local initiatives in line with its values. In France for example, the company backs the *Femmes d'énergie* network in their effort to rally support during the *La Parisienne* running event for the combat against breast cancer. In 2011, it funded the Lyon Biosciences INSA-ENS team's participation in the IGEM (International Genetically Engineered Machine) competition organised by the Massachusetts Institute of Technology (MIT). In England, our employees joined forces to conduct several fund-raising actions for the benefit of CLIC Sargent, a non-profit association in aid of children suffering from cancer and their families.

LIMIT OUR OWN ENVIRONMENTAL IMPACT to reduce our carbon footprint further

Our carbon footprint calculated in 2011 confirms the low impact that our activities have on environment. Nevertheless, given its drive for continued improvement, the Group has adopted a targeted approach for emission reduction by developing site-by-site control tools and by reproducing initiatives that have proved their worth in certain sites.

RATIONALISE BUSINESS TRAVEL

We act on several fronts, the main one being vehicle fleet management and the development of less-polluting transportation solutions. In five years, the CO₂ emissions of our car fleet have dropped from 130g to under 120g/km on an average. In addition, in the Group's biggest sites, the company encourages car-pooling, and takes advantage of its proximity to its clients' premises to propose green business travel - car-sharing system at Saint-Quentin en Yvelines, Lyon and Bristol, self-service bikes at Toulouse. In the Group

as a whole, we advocate the use of call conferencing, and encourage the least polluting means of travel by displaying a CO₂ calculator on reservation platforms.

TAKE ACTION IN THE WORKING ENVIRONMENT

Our rapid growth has increased the number of sites to 80. The challenge our real estate strategy faces is to keep pace with this growth while controlling its impacts. Since 2008, we favour buildings complying with the HQE or BBC standards. Wherever possible, separated sites were combined in a single building to optimise the use of office space and reduce emissions caused by inter-site travel. The building management systems that were installed have significantly decreased energy consumption. Through these measures, we have cut down the energy consumption of our two major French sites by 15% in five years. At present, we are setting up a panel of indicators to help create targeted optimisation plans, and are preparing to deploy an awareness-raising campaign on daily gestures across the group. This campaign is already running in the United Kingdom. We are attentive to waste management and encourage waste sorting at its source.



TONNES OF CO₂
(TOTAL EMISSIONS*)

MAIN SECTORS WITH GREENHOUSE GAS EMISSION (IN FRANCE)

62 % Car	8 % Electricity	2 % Natural gas
25 % Plane	3 % Train	

* Average emissions of the tertiary sector in France in 2010: 88.9 million metric tonnes of CO₂ equivalents (source CITEPA, the French Interprofessional Technical Centre for Studies on Air Pollution).

2011 CSR INDICATORS

CSR INDICATORS ARE REGULARLY MONITORED AND REPORTED ON ANNUALLY. THE PRIMARY GOAL OF THE GROUP'S CSR POLICY IS TO CONTINUALLY ADVANCE AND IMPROVE THESE INDICATORS.

Revenue in million €	760
Total headcount	9,701
Social indicators¹	
% permanent contracts	92%
% of women	20%
% of employees aged over 45 years	19%
% handicapped employees	1.1%
Average age in years	35.3
Number of hires	3,214
Absence rate <i>number of days off work per 100 days worked</i>	2.1
Frequency of work injuries including leave of absence <i>number of work accidents per million hours worked</i>	1.65
Number of employees benefiting from training programs	4,397
Average duration of training programs in hours	39
Environmental indicators²	
Greenhouse gas (GHG) emissions in MTCDE ³	8,484
Emissions of MTCDE ³ per person per year	1.55
Km/person work-related car travel	3,811
Km/person work-related air travel	1,238

1. Excluding INSIEMA and TFSI.

2. Data gathered within the scope of Assystem in France only (excluding INSIEMA).

3. Metric tons CO₂ equivalent.

The data published in this table is taken from the annual social report drawn up, by Assystem's Human Resources Department, based on the count as on 31 December 2011, concerning all of the Group's staff.

The carbon footprint was calculated for the first time for the year 2011, based on the energy-related direct and indirect emissions by Assystem sites in France. The study also included work travel. The aim was to create a reference year in order to track changes and devise action plans. The scope used as reference is likely to expand.



DESIGN & PRODUCTION

agence **aristophane**

PHOTOS

ASSYSTEM - GETTY - FOTOLIA - JEAN-MARIE CRAS.
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