

**FOR A
SUSTAINABLE
GROWTH**



**SUSTAINABLE
DEVELOPMENT
REPORT 2012**

ON THE ROAD TO GROWTH

OUR CAPACITY TO ANTICIPATE
AND REACT AND THE FLEXIBILITY THAT
CHARACTERISES OUR PROFESSION HAVE
ENABLED US TO OVERCOME CRISIS.

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 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.

1/ OUR COMMITMENT PRINCIPLES

At Assystem, the implementation of CSR (Corporate Social Responsibility) is overseen at the highest management level, in compliance with the principles set out in the UN Global Compact.

Assystem's professional code of conduct formally sets out the principles of action that govern the behaviour of all employees with respect to its stakeholders and its environment. This code 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. On the operational front, the ongoing improvement management system follows the recommendations of the ISO 26000 standard concerning the social responsibility of organisations.

Assystem's commitment to sustainable growth is conveyed in «*The Manifesto for the Growth to be*». Published in 2011, this Manifesto expresses the Group's desire to promote a growth model that gives social and ecological equilibrium the same consideration as economic and financial equilibrium - sustainable growth that meets the aspirations of our times: The Growth to Be. This model leads to the invention of original forms of coordination between companies and their stakeholders and to the creation of sustainable shared values.

Assystem formally supports the ten principles of the United Nations Global Compact in the areas of human rights, labour laws, environmental protection and anti-corruption. By subscribing to this Compact, Assystem undertakes to bring its operations and its strategy into line with these universal principles.

2/ THE SCOPE OF OUR RESPONSIBILITY

Assystem adopts a three-pronged approach to social responsibility:

- anticipate and integrate our clients' social and environmental challenges in the services we offer them;
- ensure the professional and personal development of our engineers and protect jobs;
- contribute to collective progress through our views and expertise.

> CHALLENGES

Clients

Nurture long-term partnerships based on our like-mindedness in matters of quality, risk control and competitive advantage.

Reflect Assystem's 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 Assystem's Professional Code of Conduct.

Deliver regular and transparent information and promote dialogue.

Communities

Ensure that Assystem's activities and innovations promote collective progress.

Take part in the development of territories and community initiatives.

3/ KEY INDICATORS

In 2011, Assystem drew up a list of key indicators to assess the impact of its activity on its environment and from its stakeholders' standpoint. They are the subject of regular monitoring and an annual report. In line with the Group's CSR policy, they are constantly enhanced and improved.

In 2012, Assystem published a brochure, which is available on its website, presenting its policy and actions with regards CSR, and it devoted a special issue of its in-house magazine to informing employees and raising their awareness on the challenges of CSR.

The data published in the table below is taken from the annual social report drawn up by Assystem's human resources department, based on the count as on 31 December 2012, concerning all of the group's staff. The scope chosen takes account of the pertinence and coherence of the indicators in relation to the Group's main activities.

The carbon footprint is based on the energy-related direct and indirect emissions by Assystem sites in France. The study also included work-related travel and trips. The scope used as a reference is likely to expand to include other countries.

2012 CSR INDICATORS

	2012
Sales	€855.6 million
Total headcount	10,745
Social indicators⁽¹⁾	
% permanent contracts	91.8%
% of women	21.1%
% of seniors (employees aged over 45 years)	19.3%
% disabled employees	1.25%
Average age (in years)	35.3 years old
Number of hires	2,980
Absence rate (number of days off work per 100 days worked)	2.84
Lost time injury frequency rate (in number of accidents per million hours worked)	3.28
Work-related accident severity rate (in number of days off work per 1000 hours worked)	0.09
Number of employees trained during the year	4,937
Total number of training hours	169,736
Average duration of training courses (in hours)	35
Environmental indicators⁽²⁾	
Greenhouse Gas (GHG) Emissions in MTCDE ⁽³⁾	7,716
Emissions of MTCDE per person per year	1.22
Km per person of work-related car travel	4,808
Km per person of work-related air travel	2,062

(1) Excluding the workforce of INSIEMA and MPH Global Services (i.e. 1,248 people).

(2) Data gathered within the scope of Assystem in France only (excluding INSIEMA), for the first year in which the report is required to take the Grenelle II law into account.

(3) Metric tons CO₂ equivalent.

4/ ASSYSTEM'S CSR POLICY

4.1/ CONTRIBUTE TO THE SUSTAINABLE DEVELOPMENT OF INDUSTRY

The challenges of sustainable development foster the emergence of virtuous dynamics in the industrial world in which economic performance and environmental performance are closely linked. As engineers we help perpetuate this movement.

Share the challenges of the industry

Assystem's ability to help its customers meet the challenges of sustainable development rests on two pillars: an industrial culture of environments with strong constraints, especially as regards regulations, safety and risk control; cutting-edge expertise focused on finding solutions that respect the environment and human health. These skills are implemented very early on when designing and sizing the projects and during the continuous improvement management process.

For example, Assystem assisted in the project management for the *Maison de l'Enfance*, the first low-energy consumption building in the town of Genevilliers (Île-de-France). The Company worked on the early stages of the project and helped orient the technical choices and propose innovative solutions, like the adiabatic air cooling system which replaces traditional air-conditioning, reducing costs and energy consumption. The project was delivered and commissioned in August 2011.

Close attention is also paid to social and environmental issues with regards Assystem's relations with its suppliers and subcontractors. In France, Assystem has included these criteria in its purchasing policy.

A long-term approach

► Continuous improvement at the heart of customer relations

Since 2004, Assystem has been conducting an annual satisfaction survey in France on a panel of 600 customers in order to orient, adjust and validate its continuous improvement process. In 2010, this survey became a real annual indicator confirming the level of customer satisfaction observed. In 2012, 81% of the customers interviewed said they were satisfied with the services provided by Assystem. Moreover, 100% of the customers interviewed in two consecutive years observed an improvement in the Company's quality of service.

► A reference with regards to safety

Assystem's long-standing experience in safety, acquired through the French nuclear programme, makes it a leading player. Since 2011, within the International Institute of Nuclear Energy (I2EN), the Group has developed training programmes for future operators aimed at sharing best practices and developing a responsible nuclear industry.

► Demonstrate our financial strength

The Group has showed it is able to weather crises while maintaining its cash position and its capacity to raise finances to further its developments. The sectorial and geographical complementarity of its business shields us from the unforeseen ups and downs of the economic climate and guarantees lasting growth.

Offer innovative solutions to promote lasting growth

Cutting down power consumption and greenhouse gas (GHG) emissions is part of the strategy to optimise costs for our clients. This was the goal of the work carried out by Assystem very early in the project aimed at developing solutions that would ensure energy efficiency and ecomobility. This resulted in the following innovative projects: I-Planet, the domestic energy management solution, the Indeho project, a production system for independent energy homes, and the

amphibious ULM demonstrating the most recent aeronautical technologies aimed at limiting the environmental impact of this mode of transport.

It also entered into partnerships with players involved in research (the Vehicle of the Future in Franche-Comté, the Burgundy nuclear centre, Aerospace Valley in Toulouse, Polepharma around Dreux, the *Fondation de Coopération Scientifique* on the Paris-Saclay campus).

In 2012, Assystem launched **the Assystem Innovation Factory**, a network of Company employees aimed at creating, stimulating and promoting innovation within the Group to facilitate the emergence of new offers, contribute to the excellence of businesses, ensure the continuous improvement of processes, and reinforce the Group's image.

4.2/ ENABLE OUR EMPLOYEES TO PROGRESS IN A SUSTAINABLE MANNER

Assystem employs 10,745 people worldwide. The average age is 35.28 years old. The average turnover is 24.4% with a resignation rate of 14.4%. In 2012, the Group hired 2,980 people⁽¹⁾ 64% of the new recruits are engineers – 27.7% of whom are fresh graduates. Employee referrals account for 15%, testifying to the ability of Assystem employees to recommend their Company.

Remuneration details and trends in the Group are given in Chapter 8 (Consolidated financial statements, staff costs).

The talent, motivation and «community know-how» of Assystem's employees are the Company's main assets. The Group strives to offer all new employees the opportunity to progress within the group and in their future jobs. The breadth and diversity of assignments, the training and mobility are all levers of Assystem's human resources management.

Develop talent

► Integrate new talent into the Company

Fresh graduates account for approximately one quarter of our annual recruitment. Assystem develops partnerships with top-ranking engineering schools to allow trainees to gain professional experience right from the work placement period. Once hired, fresh graduates join a personalised integration programme that helps them acquire the fundamentals of the engineering profession.

In 2012, the new work placement pilot programme called «Léo» launched in France led to 65% of trainees being hired by the Company.

(1) Excluding INSIEMA and MPH Global Services.

► **Make the most of senior employees' experience**

Recruiting seniors and making the most of their experience is an important aspect of Assystem's human resources policy. Senior employees benefit from a career management system aimed at maintaining their skills within the Group, enhancing them and passing them on to the next generation. They are called upon to train and tutor younger graduates. In France, the interview organised in the second part of their career helps them define their medium-term career objectives and adapt their career path accordingly.

In 2012, seniors represented 19.3% of the overall workforce at Assystem and 9% of recruitments.

Develop skills to improve employability

It is through the development and continued upgrading of skills that Assystem remains in the leading position in its business sectors. In 2012, 4,937 employees in the Group received 35 hours training, on average.

The primary goal of the 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 comprises three institutes dedicated to specific professions:

- **the Assystem Nuclear Institute** ensures the transfer of know-how from in-house experts to junior employees;
- **the Assystem Project Management Institute** aims to improve the quality of Assystem's individual and collective skills in project management;
- **the Assystem Aerospace Institute** offers operationally-oriented training as well as training eligible for quality certification.

In 2012, the Assystem Aerospace Institute added a **Turbo Institute**, specialised in engine know-how and a **Quality Academy** which offers a full range of training courses on industrial quality activities.

The Assystem Automotive Institute, located in Romania, is aimed at developing the Company's skills close to the domestic market, at anticipating and supporting the transnational development of the automobile industry.

Promote constructive mobility

Mobility is seen as a source of motivation and advancement that steps up the employability of staff. The challenge facing human resource management is to develop bridges between Group entities, sites and businesses. The Assystem Institute plays a pivotal role in this policy. In 2012, 378 (3.98%) employees changed their job position through this system.

In 2012, in a period of economic change, it was possible to save jobs via training and mobility. The French automobile industry experienced problems but there were not enough engineers in the aeronautical sector so approximately 150 employees took up new positions within the Group. During the automobile crisis at the end of 2008, training courses allowed about 300 employees in the automobile sector to be transferred to the nuclear sector.

Ensuring employee well-being

In a Group such as Assystem, in which 70% of the workforce work off-site on specific missions, the quality of attention and follow-up is essential and managers pay particular attention to this. Not only does excellence of service depend on it but also the motivation Assystem's engineers.

The main occupational risk of consultancy is stress, often caused by the isolation experienced by engineers when off-premises or due to their routine being upset in-between assignments. To prevent this risk, a psychosocial risk management system was developed in France in 2008 which calls for managers to be especially vigilant regarding a certain number of indicators that can be used to spot difficult situations. To reinforce this vigilance, training sessions are conducted and risk prevention initiatives are taken in managerial practices. In terms of working hours, the weekly working time ranges from 35 to 45 hours, depending on the country.

The frequency and severity rates of work-related accidents in the Group are very low: *i.e.* 3.28 accidents per one million hours worked and 0.09 days lost due to work-related accidents per 1,000 hours worked. At Group level, the data on occupational illnesses is not consolidated.

In 2012, the Group extended its activities into new regions of the world and became active in the oil industry but Assystem continues to pay special attention to health, safety and the environment (HSE), fields that have been handled in the nuclear industry for several decades.

4.3/ WORKING TOGETHER TO BUILD GROWTH SHARED BY ALL

Assystem integrates studies conducted by the profession and the economic sphere to nurture its views and collective intelligence on responsible practices. The Group mobilises its energy to meet the major social challenges: employment, the fight against discrimination and global warming.

This action is initiated by the involvement of the hundred or so Assystem agencies within their local communities, in terms of employment, relations with local stakeholders and civic and supportive initiatives.

Enrich relations through dialogue

► With social partners: move forwards together

With trade union organisations, Assystem strives to lend meaning to its practices and working methods.

In France, the Group insisted upon signing agreements on gender equality and the employment of seniors. Therefore, at the end of 2012, its subsidiary Assystem Engineering & Operation Services signed a Charter to ensure a balance between working life and private life, and enable its employees to cope with personal constraints while complying with Company imperatives.

Moreover, in coordination with a monitoring committee, the Company collectively strives to prevent psychosocial risks.

In France, in 2012, thirty meetings with trade union organisations⁽¹⁾ led to the conclusion of five Company agreements. Each meeting is attended by about two people from management and twelve people from trade union organisations. No agreements were reached regarding health and safety at work.

► With the engineering sector: initiate action that fosters collective progress

Assystem is actively involved in initiatives designed to promote its activities and circulate best practices in safety and security. Together with the French professional trade union, Syntec-Ingénierie, the Group is drawing up reference systems for the application of the ISO 26000 standard.

► Make our voice heard by decision-makers

Through the Chairman of the Management Board, Assystem participates in the *Entreprise & Progrès* think tank. This think tank has been bringing together the heads of France's leading companies since 1970. Its aim is to maintain a constructive dialogue with policy makers and economic players and place the person at the heart of Company objectives and place the Company at the heart of society.

Work towards diversity and equal opportunity

► Combating discrimination based on social background

In 2006, Assystem signed the Corporate Charter for Commitment Towards Equal Opportunity in Education. Convinced that human qualities take precedence over any other criterion, we have undertaken various initiatives to help less-fortunate populations gain access to engineering careers.

In 2012, Assystem signed a five-year partnership with Fondation INSA⁽²⁾ in Lyon to help youngsters from less-fortunate social backgrounds succeed in their studies and gain access to employment.

► Enable female engineers to lead a successful career

Assystem's gender mix and gender equality policy is based on the conviction that increasing the proportion of women, especially in senior positions, leads to enhanced team work and improved management. This policy brings direct and indirect benefits for the Company.

With a workforce comprising 21% of women, Assystem follows a proactive policy, via recruitment and mentoring. In France in 2010, the Company set up an in-house network to apply this policy. It is called the «Femmes d'Énergie» network and it now has 300 members.

At the beginning of 2012, local relays within the «Femmes d'Énergie» network were set up, thus increasing the number of initiatives and changing mentalities. Thus, in 2012, Assystem exceeded its female recruitment goal by achieving a workforce comprising 26% of women.

► Integrating disabled people better

Convinced that a handicap does not stall professional development, Assystem adopted a «Mission Handicap» scheme in 2007. Its role is to integrate new employees with disabilities and allow them to remain in employment. The percentage of disabled employees has reached in 2012 1.25% of the global headcount. This figure has more than doubled in 6 years.

Support civic initiatives

Assystem supports the social and civic commitments of its employees. In France for example, the Company backs the «Femmes d'Énergie» network's initiative to take part in La Parisienne running event to combat breast cancer. In England, Assystem employees helped raise funds for CLIC Sargent, an association that supports children suffering from cancer.

Limit our environmental impact to reduce our carbon footprint further

The carbon footprint for 2012 confirms⁽³⁾ that our activities have a low direct impact on the environment in France. Nevertheless, in line with its continuous improvement policy, 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.

(1) Scope: Assystem France and Assystem Engineering & Operation Services.

(2) The INSA (National Institute for Applied Sciences) is an engineering school.

(3) Data collected within the scope of Assystem France only (excluding INSIEMA).

► **Rationalise business travel**

The Group acts on several fronts, the main one being vehicle fleet management and the development of cleaner transportation solutions. In five years, the CO₂ emissions of our car fleet have dropped from 130 g to under 120 g/km on average in France⁽¹⁾. Assystem's goal is to reduce its emissions by 15% by the year 2015, i.e. the same as planting 300 trees per year⁽¹⁾. At 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 systems, self-service bikes. 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.

► **Take action in the working environment**

Due to Assystem's sustained growth, the number of sites has increased to 40 and the surface area of its premises amounts to 40,000 sq. meters in France. The challenge is to keep pace with this growth while controlling its impact. All Assystem's buildings comply with HQE or BBC standards and wherever possible, separated sites have been brought together in a single building. The building management systems that were installed have significantly decreased energy consumption. The Group has thus cut down the energy consumption of its two major French sites by 15% in five years. At present, it is setting up a panel of indicators to help create targeted optimisation plans and is preparing to deploy an in-house awareness-raising campaign on daily actions. This campaign is already running in the United Kingdom. Finally, Assystem is attentive to waste management and encourages waste sorting at its source.

Some of the information required by the decree to implement article 225 of the Grenelle II law has not been included in the chapter on CSR because it is not very relevant to the activities carried out by the Assystem Group. The following themes have not been covered:

- resources devoted to the prevention of environmental risks and pollution;
- measures to prevent, reduce or repair environmentally damaging discharges into the air, water and soil;
- the integration of noise pollution and all other forms of pollution specific to an activity;
- water consumption and water supply according to local constraints;
- the consumption of raw materials and measures taken to improve their efficiency;
- land use;
- adaptation to the consequences of climate change;
- measures taken to protect or develop biodiversity;
- measures taken in favour of consumer health and safety.

Moreover, the Group did not have to account for guarantees or provisions for environmental risks, given the nature of its activities.

The number of redundancies for the fiscal year of 2012 is not indicated because it was not published as such in the HR report which integrates the redundancies in the total number of departures. An improvement plan will be implemented to obtain this information in the future.

(1) Data collected within the scope of Assystem France only (excluding INSIEMA).



DESIGN & PRODUCTION
agence **aristophane**

PUBLISHING
APRIL 2013

70, BOULEVARD DE COURCELLES - 75017 PARIS
TÉL.: +33 (0)1 55 65 03 00
FAX: +33 (0)1 55 65 00 49

A NEW PATH TO GROWTH



WWW.ASSYSTEM.COM