

AT&T

WITH YOU WE  
ARE BUILDING  
A SUSTAINABLE  
WORLD

# Contents



## Main results



# Letter from the CEO

Dear friends,

Once again this year, I would like to share with you Atento's vision for sustainability and how the over 150,000 employees in Atento's large family around the world go about our daily business. To do that, we have collected a summary in this activity report of our impact on our surroundings in 2012, through three lines that form the backbone of our corporate social responsibility: **economic, social and environmental**.

If there is one word that has defined our performance in 2012, that would be **COMMITMENT**. At Atento, we are committed to contributing value to all of our stakeholders in the broadest sense of the word. Being committed goes beyond just words: it is who we are. And we take that commitment to heart and demonstrate it each day, in every interaction, in every job and in every community in which there is an Atento contact center.

In 2012, our company adopted the vision of becoming the most admired company in the sector, and we have focused our efforts on undertaking a strategy based on three pillars: **sustainable growth, improved margins and a committed team**. This strategy was the basis for reinforcing our commitment to customers, employees and society as a whole. In that sense, Atento has generated profitable growth that has positioned us as leaders in the

markets in which we operate, thanks to our commitment to contribute solutions that offer people value and enable the brands to achieve satisfied and happy customers. These solutions generate a satisfaction index for our clients of over 80%, widely recognized by the industry with awards such as the AMAUTA, AMDIA and CRC, among others.

To guarantee the excellence of these services, we are committed to the development and motivation of our employees as Atento's most important asset. Once again, we have broken with the paradigms in the sector, committed to making Atento the best place to work, obtaining the recognition of GPTW in Brazil, Mexico, Spain, Argentina, El Salvador, Guatemala, Puerto Rico, Uruguay, Colombia and Peru. Our employees have also recognized our work in this area, with a global workplace climate and commitment index (ICC), which exceeded 80% for the first time.

We have been faithful to our commitment to the community, making our vision for sustainability a reality: To generate education and training, employment and citizenship in the countries where we operate. In this regard, Atento is recognized as a company with great capacity to create employment, clearly committed to training for job placement and contributing to enabling the people, regardless of



Our corporate volunteering programs, such as "Voces que Ayudan" or "Atentos al Futuro", create value in the communities in which we operate.

their social condition, gender, religion, race or age, to reach their maximum potential and become driving forces for future social development.

As part of our commitment to society, Atento wants to reaffirm its commitment to its signing in 2012 of the United Nations Global Compact and its 10 Guiding Principles related to the areas of human rights, labor, the environment and anti-corruption for a third year. We are continuing to move forward with the implementation of these principles, especially Principle 1, with one of our objectives being to advance in the extension of corporate volunteering programs such as "Voces que Ayudan" (Voices that Help) or "Atentos al Futuro" (Looking to the Future), which create value in the communities in which we are a relevant player and reinforce our employees' pride in belonging.

Last year also marked a turning point in our company's successful history. On December 12, 2012, Grupo Telefónica formalized an agreement with Bain Capital for the sale of Atento. This milestone reflects the maturity and long-term prospects of our company. With this agreement, we have begun a new phase of development and growth, driven by the arrival of a leading shareholder and a renewed commitment to our drive to generate value for all of our stakeholders and society at large.

I would like to finish by thanking our clients, who each year give us or renew their trust in our ability

to deliver their brand promise to their customers. Thank you to the Atento team around the world for its effort, enthusiasm and commitment, which has enabled us to beat our own record as a company in 2012. And thank you to all those who make us grow as a company each day, helping us reach our goal of becoming the most admired company in the sector.



Alejandro Reynal  
Atento CEO

A new phase of development and growth, driven by the arrival of a new leading shareholder: Bain Capital.

# Atento around the world



1. Corporate Offices

# 01. Our Corporate Social Responsibility

**WE GENERATE**  
**EDUCATION AND TRAINING,**  
**EMPLOYMENT AND**  
**CONTRIBUTE TO SOCIETY**  
**IN THE COUNTRIES WHERE**  
**WE OPERATE**



# 01. Our Corporate Social Responsibility

At Atento, we believe that Corporate Social Responsibility begins with conducting our main activity with excellence: delivering quality and profitable customer services. Being profitable in business enables us to create quality employment in a sustainable way, reaching the greatest number of regions in the world.

## Legality



We ensure that we comply with all applicable national and international legislation, regulations and regulatory obligations, including internal policies and regulations.

We provide information that is truthful, complete, timely and clear in all the company's public communications.

We compete honorably in our markets. We believe that consumers and society in general benefit from open and free markets.

## Human Rights



We respect the principles of the United Nation's Universal Declaration of Human Rights, as well as the declarations of the International Labour Organization.

We promote equal opportunities and we treat all people in a fair and impartial way, free from any prejudice relating to race, color, nationality, ethnic origin, religion, gender, sexual orientation, civil status, age, disability or family responsibilities.

## Honesty and Trust



We fulfill our assumed commitments, thereby demonstrating that we have integrity and are trustworthy.

We protect the confidentiality of the information we have been entrusted with, whether it relates to the company, clients, users, shareholders, employees or suppliers.  
We provide our stakeholders with relevant information on how we use and store personal data.  
We also inform them on how to access and correct them.

We protect personal data using appropriate security measures. If security is at any point compromised, we take fast and responsible action.

## Integrity



We do not offer nor accept gifts, invitations or any other kind of incentive that may be used as a bribe or influence in making business decisions.

We avoid or declare any conflict of interests that may put personal priorities ahead of group ones.

We conduct ourselves with integrity, without ever seeking to benefit ourselves or third parties through improper use of our position or contacts.

At an institutional level, we act with absolute political neutrality and we refrain from making any kind of direct or indirect decisions in favor of or to the detriment of legitimate political processes and figures.

We do not make any kind of donations, either in cash or in kind, to political parties, organizations, factions, movements or entities, whether public or private, with an activity clearly related to political activity.

## Our principles

These Principles are set out for our primary stakeholders: employees, clients, shareholders, communities and suppliers. In addition to providing them to all of our new recruits, in the last quarter of 2012 we implemented a global course that shows how the Principles apply to our work and enables us to reinforce the concepts through practical cases and real dilemmas. The number of people trained at the close of the year was 12,036, most through our own online training platform.

In addition to fulfilling our Business Principles, each year we renew our commitment to the Global Compact and move forward in the implementation of its 10 Principles in our internal regulations. The two Progress Reports that we have published (2010 and 2011) are available for viewing on the Global Compact website in Spain (<http://pactomundial.org/>) or the main Global Compact site (<http://www.unglobalcompact.org>). In 2012, we published the information related to the Global Compact using the "free format" method, linking the GRI indicators to the Global Compact principles.



**APOYAMOS  
EL PACTO MUNDIAL**

## Dialog with stakeholders

Following our internal materiality analysis in 2010, we began dialog processes with stakeholders in Spain (2010, with employees), Argentina (2011, with employees, clients and suppliers) and Brazil (2011, employees and clients), continuing in 2012 with Peru, where we held 3 panels with employees, clients and suppliers. These panels have enabled us to learn about the expectations of our stakeholders regarding Atento's performance and relevant aspects from the point of view of incorporating them into our management and reporting processes.

Representation of the sustainability aspects in a matrix with two dimensions - internal relevance and external relevance as seen by our stakeholders - enables us to identify the strategic aspects for Atento graphically. They are:

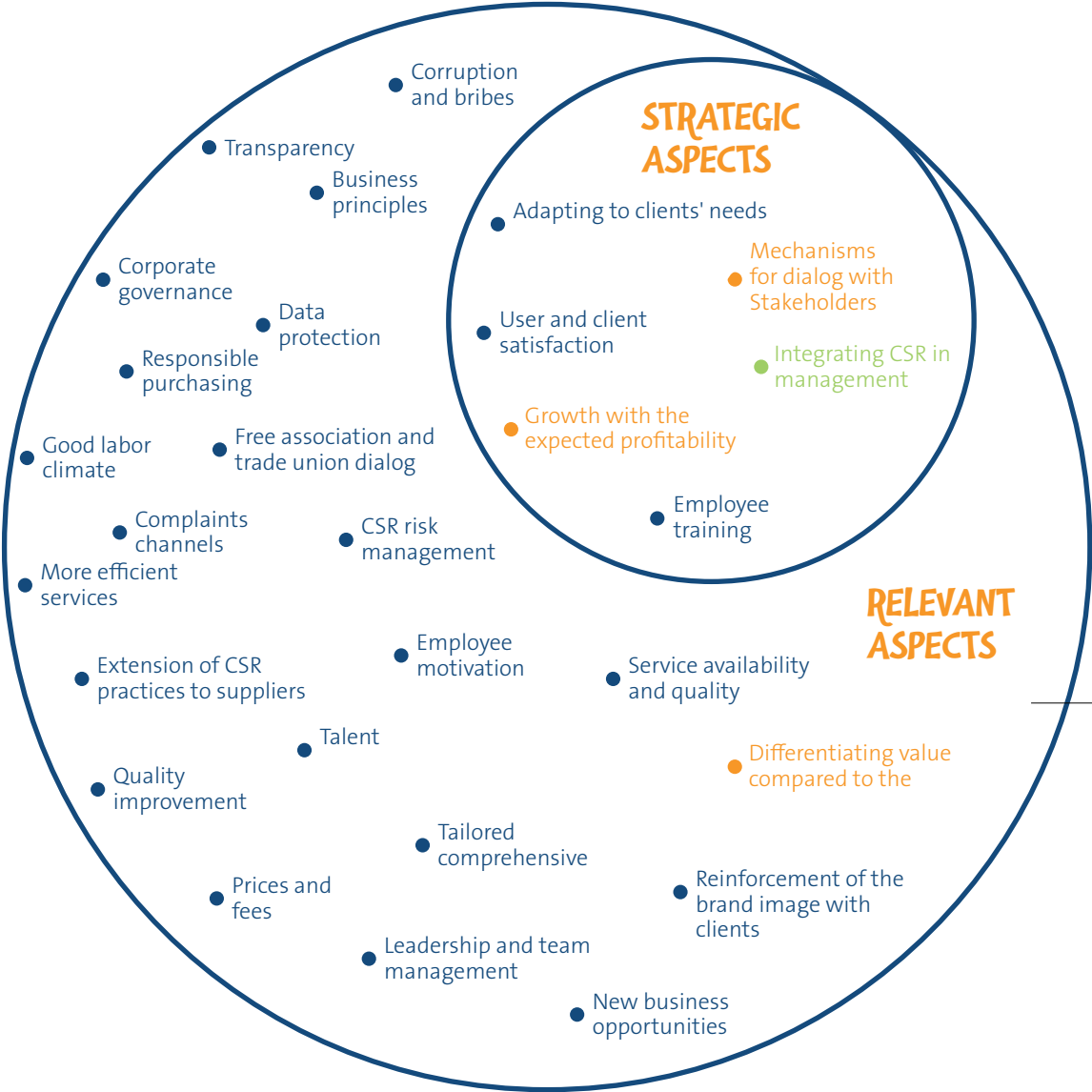
- Adapting to the needs of our clients, covered in the chapter dedicated to customer satisfaction (3).
- Satisfying our clients and their customers who we serve (users), also covered in chapter 3.
- Growing with the expected profitability, as described in the chapter on economic performance (2).
- Training the employees, with practices described in the chapter on the Atento team (4).
- Providing dialog mechanisms with our stakeholders, covered in this chapter.
- Integrating sustainability in Atento's management, which is covered in this chapter and governs the practices described in the rest.

The rest of the relevant aspects will be covered in the different sections of this report.



Dialog with our stakeholders has enabled us to learn about their expectations regarding Atento's performance.

Simplified materiality matrix



Meanwhile, in 2012 we held a dialog panel with employees in Spain in which we discussed aspects proposed in the draft of the new G4 version of the Global Reporting Initiative, to start the transition toward the new version of the standard. In this sense, the five aspects highlighted by our employees in Spain with the most relevance were:

- Employment practices.
- Economic performance.
- Compensation equality.
- Training and development.
- Privacy of client data.

- Fundamental aspects not controlled by Atento.
- Aspects over which there is a certain amount of control.
- Aspects under Atento's control.

2012-2014 Master Plan

Early in the year we renewed the previous 2010-12 CSR Master Plan with a view to adapting it to the new realities of business and the environment, including the new strategic vision formulated in 2012 regarding “being the most admired company in the sector by our clients, shareholders, employees and society” and the implementation of the strategy through the three pillars of business, process and people.

We have maintained our CSR vision related to ensuring that “Atento’s profitable and sustainable growth is achieved through a fairer, more developed society in which we build a network that promotes relations between companies and people, and that generates training, employment and stewardship in the companies in which we conduct our activities”, undertaken through the three key pillars of our sustainability:

- The employees, including all satisfaction, commitment and development initiatives.
- The community, with all our training activities for employment, job market integration for minorities with difficulties accessing work and other responsible stewardship initiatives.
- Environmental efficiency, primarily as regards consuming natural resources.

The primary new development in the Plan is the launch of the internal CSR logo that enables us to recognize the advances in our operations around the world. The logo recognizes three levels: follower, friend and promoter. And it establishes the minimum actions to be undertaken in each of them from the point of view of internal management and the three pillars: employees, community and environment.

Fulfillment of the 2012 objectives

Our actions in 2012 have enabled us to reach a high degree of attainment of the objectives set in the 2011 CSR Report, as shown in the table below:

2011 Objectives

Achievements

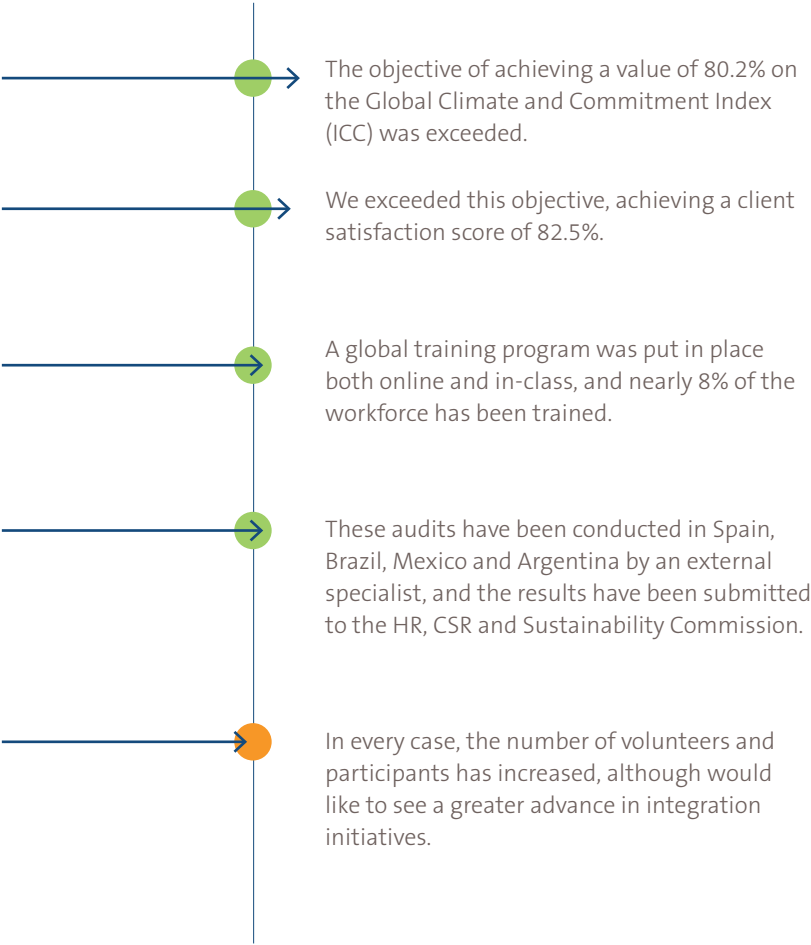
70% of the people who work at Atento are satisfied or very satisfied to work at our company.

75% of our clients are satisfied or very satisfied working with Atento.

Set in motion a global training program in Business Principles that reaches the entire workforce.

Relaunch a labor audit program in the larger operations that provides an inside look at the labor situation and progress with policy implementation.

Extending the employee training (Atentos al Futuro), labor integration and responsible stewardship (Voces que Ayudan) programs to a greater number of operations.



For 2012, in addition to meeting the satisfaction objectives for employees (80%) and clients (82%), we have resumed three objectives that were not met in 2011, for a total of five:

- Extend the labor audit programs to the rest of the Atento operations around the world.
- Implement a global volunteering program to unify approaches and look for synergies.
- Consolidate the recognition of CSR at Atento.

### Certification SA8000 in Brazil <sup>PR6</sup>

Atento in Brazil has become the only contact center in the world to achieve SA8000 certification, at the head offices and another 6 work centers, affecting 23,410 employees.

Developed in 1997 by Social Accountability International (SAI), it is an international certification standard that promotes in companies the development, maintenance and application of socially acceptable practices in the workplace.

SA8000 also includes international agreements, such as the International Labour Organization agreements, the UN Universal Declaration of Human Rights and the UN Convention on the Rights of the Child. The standard covers issues such as child labor and forced labor, occupational health and safety, freedom of association and collective bargaining, discrimination, disciplinary measures, working hours, compensation and management systems.

**Atento Brazil is the only Contact Center in the World with SA8000 certification.**



# IN 2012 WE HAVE FOCUSED ON THREE AREAS OF WORK IN UNDERTAKING CSR INITIATIVES

Employees



Eco-efficiency



Society



## 02. **Economic** performance

**THE  
EXPECTATIONS  
OF OUR  
STAKEHOLDERS  
SHOW US THE WAY  
FORWARD**



## 02. Economic performance

On December 12, 2012, Telefónica formalized the sale of Atento to a group of companies controlled by American fund Bain Capital. For accounting purposes, Atento was deconsolidated from Grupo Telefónica at the close of November 2012.

With this sale, the company Atento Inversiones y Teleservicios S.A.U. remains under the ownership of Telefónica S.A., but most of its assets and liabilities have been transferred to Atento Spain Holdco S.L.U., which is now the new Spanish flagship company of Grupo Atento. One of the assets that was not included in the transaction were Atento's activities in Venezuela, which, as a result, have been excluded from this report.

The new Grupo Atento was created and began activities, for the purposes of the consolidated financial statements, on December 1, 2012.

Because Atento belonged to Grupo Telefónica for a large part of the year before passing to a group of companies controlled by American fund Bain Capital in 2012, this chapter offers basic non-audited magnitudes for Atento independently of its belonging to one group or the other, to show how the year has been for Atento.

### Economic indicators

| Data in millions of euros <sup>1</sup> |       |
|--|-------|
| Net Revenue Amount                     | 1,804 |
| Adjusted EBITDA                        | 212   |
| Margin (%)                             | 11.8% |

<sup>1</sup> Consolidated financial data for Atento Luxco 1 S.A. derived from the Combined Financial Statements corresponding to the 12 months at December 31, 2012.

### Responsible purchasing

For reasons of efficiency and economy of scale, most of the purchases made at Atento have been done through the purchase portal at Grupo Telefónica<sup>2</sup>. In 2012 alone this portal processed a purchase volume of €28 billion awarded to some 20,000 suppliers from 68 countries.

In 2012, the total expenditure at Atento was €447 million, with the number of suppliers reaching 3,043 this year. We have continued to advance in the electronic management of the purchasing process on the Telefónica platform.

<sup>2</sup> This chapter publishes data corresponding to Grupo Telefónica (source: 2012 Corporate Sustainability Report) because Atento belonged to Grupo TEF until November 30, 2012.

Suppliers who want to register on this purchasing platform must accept the Business Principles and the Telefónica Supply Chain Responsibility Policy, as well as taking on certain minimum sustainability requirements as regards:

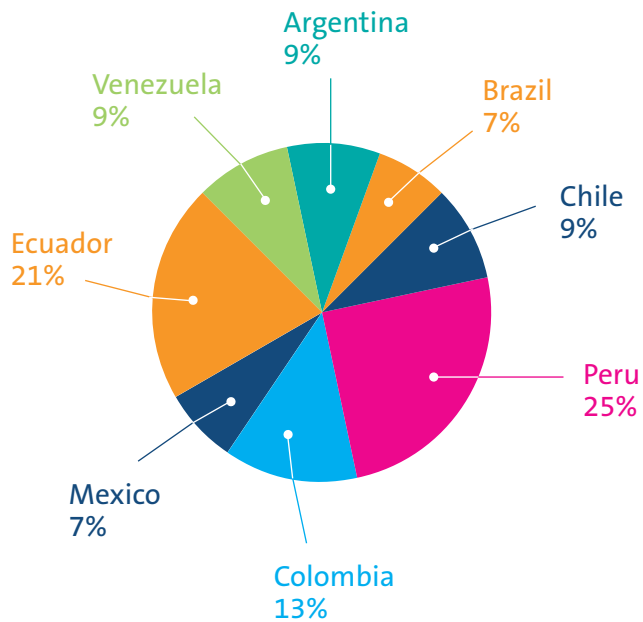
- Nonexistence of child labor.

- Nonexistence of situations of forced labor.
- Nonexistence of working conditions hazardous to the lives of the workers or inhumane treatment in the workplace.
- Compliance with applicable environmental legislation.

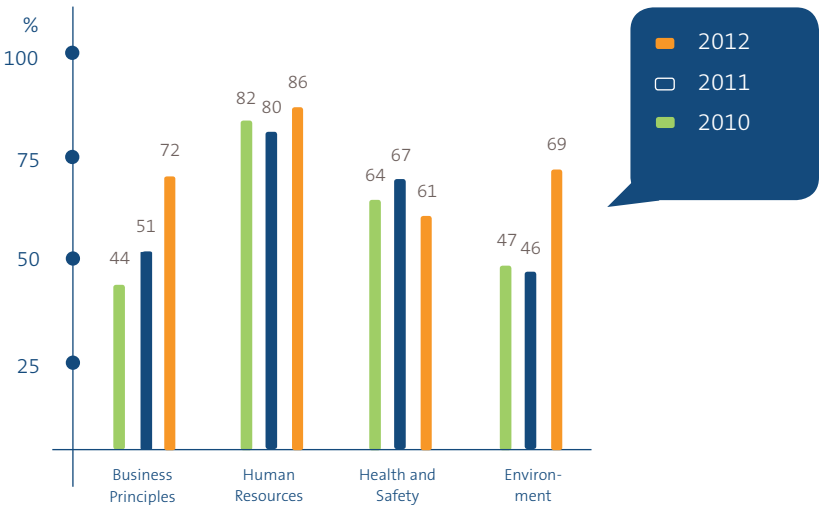
As regards supplier control throughout Grupo Telefónica,

13,900 administrative reviews, 1,244 onsite audits, and 56 regional audits with standardized check lists were carried out, with 343 suppliers showing noncompliance and over 340 improvement plans identified.

REGIONAL DISTRIBUTION OF THE AUDITS



LEVEL OF COMPLIANCE (%)



### Telefónica purchasing model

The Atento purchasing function has followed the Telefónica purchasing management model, based on the principles of:

- Transparency.
- Concurrence and equal opportunity.
- Objectivity and unanimous awarding decisions.
- Internal and external customer service orientation.
- Mutual fulfillment of commitments with suppliers.

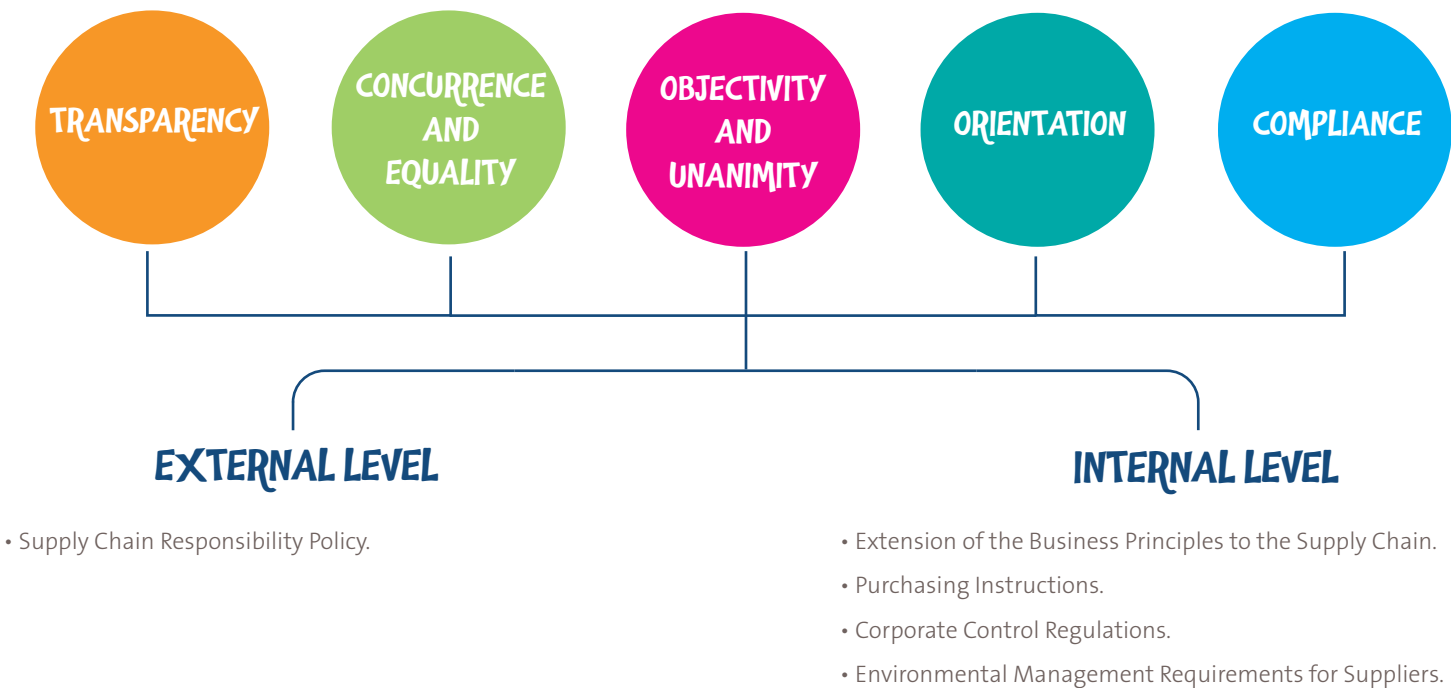
These principles are sustained in a global approach, to respond to the needs of the markets and countries where we operate, guaranteeing coordinated, transparent relations between the Grupo Telefónica companies and their suppliers.

This commitment to responsibility in the Telefónica supply chain is undertaken at two levels:

- Externally, through the Supply Chain Responsibility Policy,

which sets out the standards required of suppliers. This is also an awareness-raising instrument that encourages sustainable behaviors among suppliers.

- Internally, through regulations such as the Extension of the Business Principles to the Supply Chain, the Purchasing Instructions, Corporate Control Regulations and the Environmental Management Requirements for Suppliers, which itemize the various processes, indicators and tools.



## 03. Customer **satisfaction**

THE SATISFACTION  
AND LOYALTY OF  
**OUR CLIENTS**  
IS A FUNDAMENTAL  
OBJECTIVE



## 03. Customer satisfaction *PR5, PR6*

Offering services of value to achieve maximum satisfaction for our customers. This is one of Atento's key business considerations. During 2012, tools were consolidated to help us improve quality control and satisfaction in a more streamlined, faster way.

### AQUA

2012 marked a milestone in terms of quality and process management at Atento with the launch of the internal model AQUA (acronym for "Atento Quality Assurance"), which consists of implementing a common working methodology and incorporating a set of tools and practices that guarantee a single standard for quality and measurements.

Implemented in our operations, it seeks to meet three fundamental objectives:

- Give clarity, uniformity and simplicity to the key business processes, to streamline their execution and make them more efficient.
- Establish a method for continuous quality improvement.
- Achieve excellence in management operating parameters through the standardized measurement of the key business indicators and implementation of actions to improve them.

AQUA will benefit both the quality of our processes and the satisfaction results of our contracted clients and efficient resource management. To take on a program of this complexity, we have defined three lines of work:

- Key processes: implementing a standard in each of the key processes covered by AQUA.
- Continuous improvement: undertaking continuous development projects supported by the Six Sigma and TRP (Technical Problem-Solving) methodologies, in line with the client's requirements.
- Customer satisfaction: improving the satisfaction of our internal and external customers through surveys, in-depth interviews and action plans.

### Key processes *PR5*

#### Implementation of new services

We have defined a global standard for the implementation of new services that makes it possible to classify them through early audits (at 15 and 60 days) and customer satisfaction surveys.

The implementation covers everything from the design of a solution to activating the service, using common terminology and considering organizational recommendations, activity flows, interaction and indicator controls. On the other hand, the audits consider the voice of the customer and classify the degree to which the established methodology is followed.

### Quality assurance (transaction monitoring)

Our quality assurance is aimed at improving client and end customer satisfaction and the efficient use of resources. It includes the best practices in each operation, including the reference requirements and methodologies from the market. Its implementation makes it possible to identify areas for improvement, monitoring transactions in a monthly representative sample and promoting the generation of action plans both globally (process) and individually (people).

Additionally, internal computer tools have been identified to support this process, facilitating a standardized practice that generates efficiency through implementation.

### ADONIS (Business Process Management)

In 2012, we launched a global tool (ADONIS) for process mapping. We formed teams of experts in all countries, with skills in process design, analysis and improvement, enabling us to identify workflows, define indicators and determine best practices in real time.

In short, ADONIS facilitates the identification and standardization of key processes to bring them into line with the client's needs and requirements.

Human Resources

The Quality and Human Resources teams have worked together throughout 2012 to:

- Standardize the recruiting, selection, training and skills verification processes in the key jobs related to the client.
- Define the critical measures in these processes, in line with the requirements of our clients and of Atento.

Workforce management processes

Throughout the year, we have identified specialists in each country to conduct resource forecasting, planning and management in real time, as well as standardizing or implementing key management measurements in each process.

Continuous improvement

Six Sigma

We have adopted the Six Sigma methodology as a process-improvement practice focused on reducing defects. In 2012, we undertook 34 projects related to our clients' expectations and satisfaction, which had a direct impact on operational and financial indicators.

AQUA Audit

In the last quarter of the year, an external evaluator (AENOR Internacional) verified onsite the degree of compliance with the requirements established in the AQUA model in each country.

Customer Satisfaction PR5

Customer satisfaction and loyalty

The satisfaction and loyalty of our clients is the single most important objective for the people who work at Atento, committed to assuring it through each of the services we provide.

As we do every year, we conducted a customer satisfaction survey among our contracted clients to find out how satisfied they are with our services through the TTB indicator (Top Two Box, defined as the percentage of "very satisfied" and "satisfied" responses). We also measure the degree of loyalty through the NPS (Net Promoter Score), which is the difference between promoter and detractor clients.

2012 customer and service indicators

PR2, PR3, PR4, PR7, PR8 and PR9

Atento is not aware of any incidents derived from failure to comply with legal requirements or voluntary codes related to the impact of its products and services on health and safety during their life cycle. PR2<sup>1</sup>

The company is not aware of any failure to comply with the regulations and voluntary codes related to product and service information and labeling. PR4<sup>1</sup>

Atento is not aware of having received requests for information on products and services required by applicable procedures and regulations, and the percentage of products and services subject to such information requests. PR3<sup>1</sup>

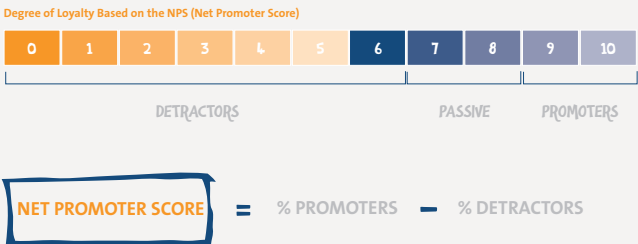
The company is not aware of any incidents resulting from failure to comply with regulations related to marketing and advertising communication. PR7<sup>1</sup>

The question that the indicator is based on is: 'On a scale of 0 to 10, how likely are you to recommend the organization's products/ services to an acquaintance?'. The answer given to this question divides clients into the following groups:

Promoters or fans (9 or 10): these are clients who show great loyalty to the company and actively recommend it. They are true "ambassadors".

Neutral or passive (7 or 8): clients who may be satisfied with the services and the company in general, but are not great fans.

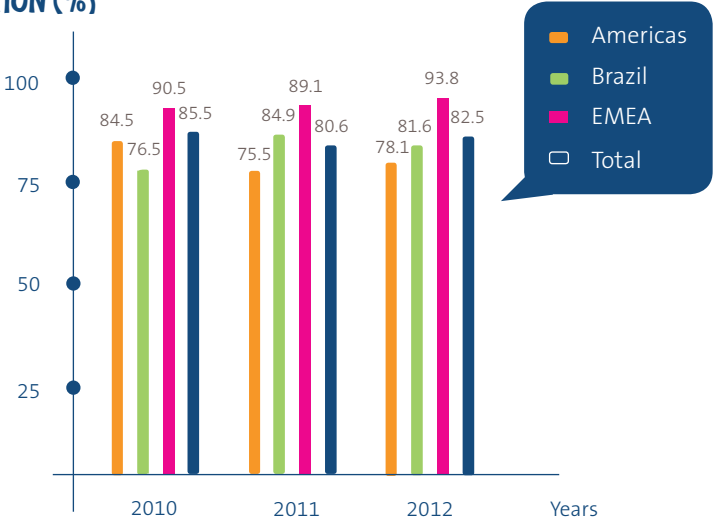
Detractors (0-6): clients with little or no interest in recommending the company. In extreme cases (0 to 3), they may even speak poorly of the company.



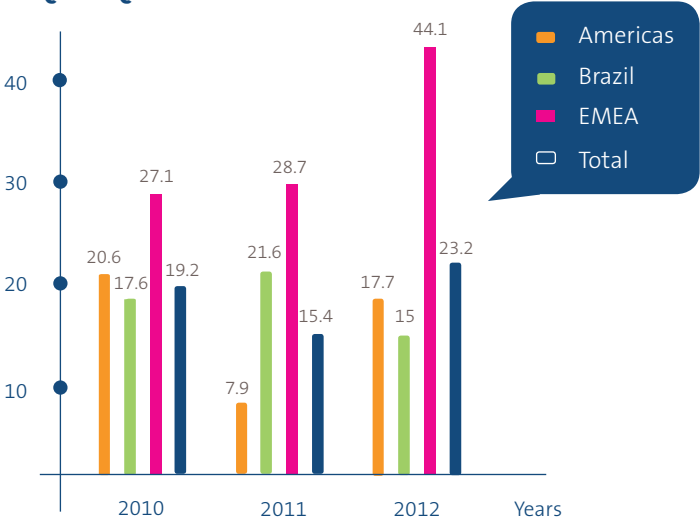
Atento is not aware of any claims related to personal data protection. PR8<sup>1</sup>

The company is not aware of having received significant fines due to failure to comply with regulations related to the supply and use of the organization's products and services. PR9<sup>1</sup>

TOP TWO BOX OF GENERAL SATISFACTION (%)



NET PROMOTER SCORE (%)



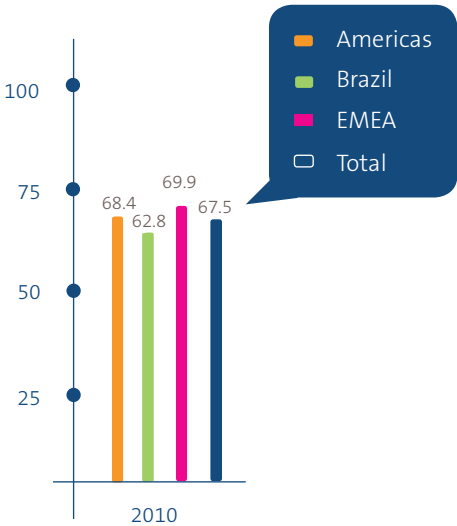
Contracting customer satisfaction and loyalty

2. Internal customer satisfaction survey

Throughout 2012, we undertook the first global internal client satisfaction survey to measure satisfaction in the areas of business (internal clients) regarding the services provided by the support areas (internal suppliers).

The 2,598 people who responded represented a participation rate of 63.6%, and each person assessed an average of 6.4 processes (a total of 16,527 assessments). The results were shared with the main managers or process owners, which were:

INTERNAL CUSTOMER TOP TWO BOX OF GENERAL SATISFACTION (%)



Certifications *PR6*

We remain committed to operational excellence based on international standards and certifications, which enable us to increase the quality of our processes and reach the highest levels of performance, with a view to achieving satisfied and loyal clients.

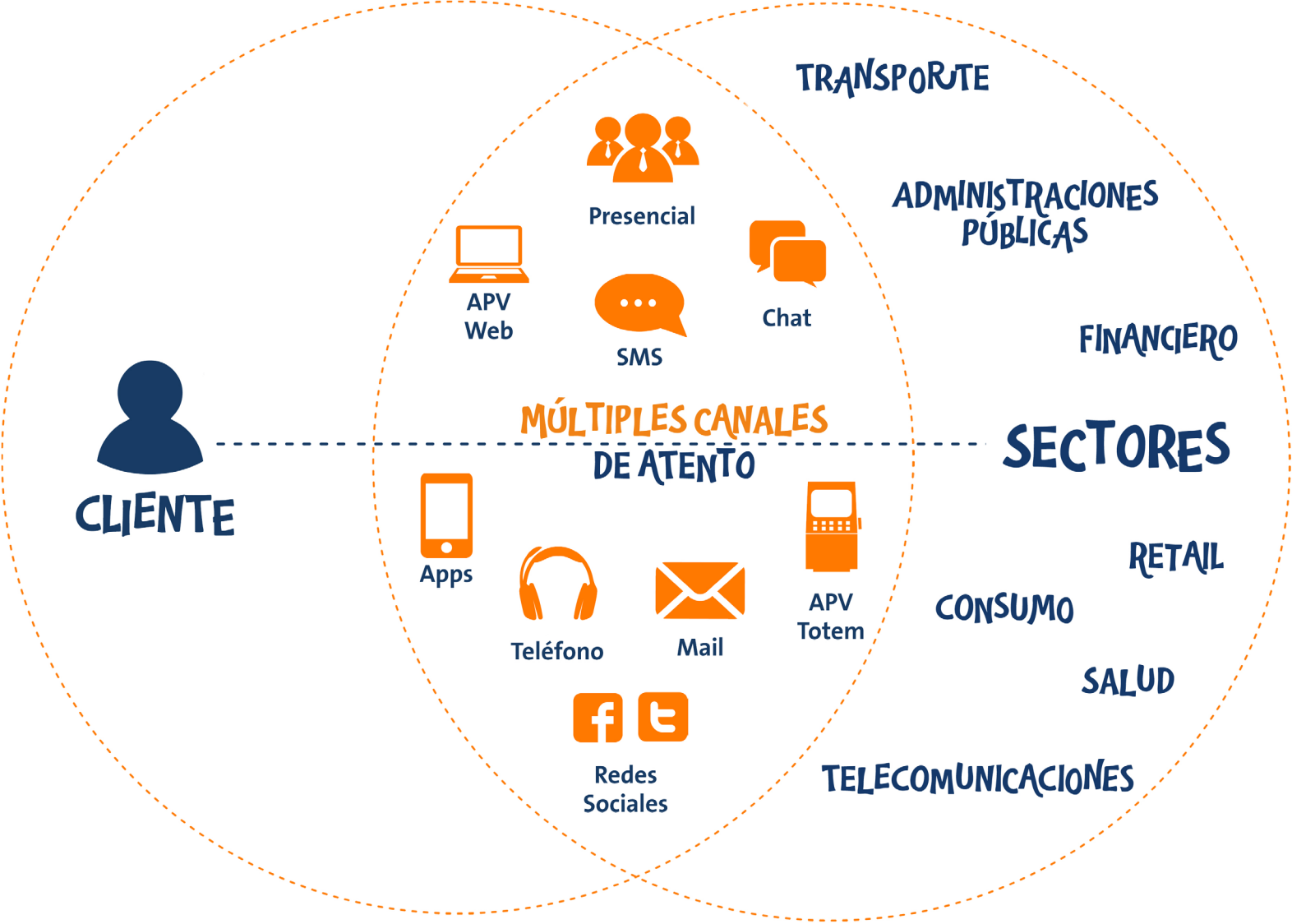
In 2012, we obtained new certifications and renewed other certifications, including the ISO 9001:2008 standard. For the first time, we achieved ISO 27001 certification, both in the BBVA Bancomer Mexico service and in Contact Us in the United States and Puerto Rico. Standard 27001 specifies the requirements necessary to establish, implement, maintain and improve an Information Security Management System.

Some of the quality recognition we have achieved included renewal of the PROBARE seal in Brazil (Brazilian Program for Self-Regulation in the Relations Sector), the Madrid Excelente certificate in Spain, and the 2012 Latin American Quality Award given to operations in Peru.

Relevant Quality Certifications

|                                      | North America    |                  |        |                  | South America |          |                  |       | Brazil         | EMEA           |         |
|--------------------------------------|------------------|------------------|--------|------------------|---------------|----------|------------------|-------|----------------|----------------|---------|
|                                      | USA <sup>6</sup> | PRI <sup>7</sup> | MEXICO | CAM <sup>8</sup> | PERU          | COLOMBIA | ARG <sup>9</sup> | CHILE | BRAZIL         | SPAIN          | MOROCCO |
| ISO 27001                            | ✓                | ✓                | ✓      |                  |               |          |                  |       |                |                |         |
| SAS70 <sup>1</sup>                   |                  |                  |        | ✓                |               |          |                  |       |                |                |         |
| EN 15838 <sup>2</sup>                |                  |                  |        |                  |               |          |                  |       |                |                | ✓       |
| National Quality Award               |                  |                  |        |                  | ✓             |          |                  |       |                |                | ✓       |
| Reliable Supplier                    |                  |                  | ✓      |                  | ✓             |          |                  |       |                |                |         |
| Probare - Madrid Excelente - SA 8000 |                  |                  |        |                  |               |          |                  |       | ✓ <sup>3</sup> | ✓ <sup>4</sup> |         |
| 2012 Latin American Quality Award    |                  |                  |        |                  | ✓             |          |                  |       |                |                |         |
| ISO 9001 (2008)                      |                  |                  | ✓      | ✓                | ✓             | ✓        | ✓                | ✓     | ✓              | ✓              | ✓       |

<sup>1</sup> Information security certification for financial services.  
<sup>2</sup> European standard that describes the service provision requirements for Contact Centers.  
<sup>3</sup> Probare: Quality Program in Brazil.  
<sup>4</sup> Madrid Excelente: Local certification for the Spanish market.  
<sup>5</sup> Kapitlanormy CSN EN ISO 9001: 2009 (certified standard for the Czech Republic).  
<sup>6</sup> United States of America, <sup>7</sup> Puerto Rico, <sup>8</sup> Central America (Guatemala and El Salvador), <sup>9</sup> Argentina.





# 82.5%

OF OUR CLIENTS ARE SATISFIED

ACCORDING TO THE RESULTS OF THE SATISFACTION SURVEY CONDUCTED IN 2012

## 04. A **committed** team

A WORKING  
ENVIRONMENT  
BASED  
ON TRUST  
AND  
CAMARADERIE



# 04. A committed team

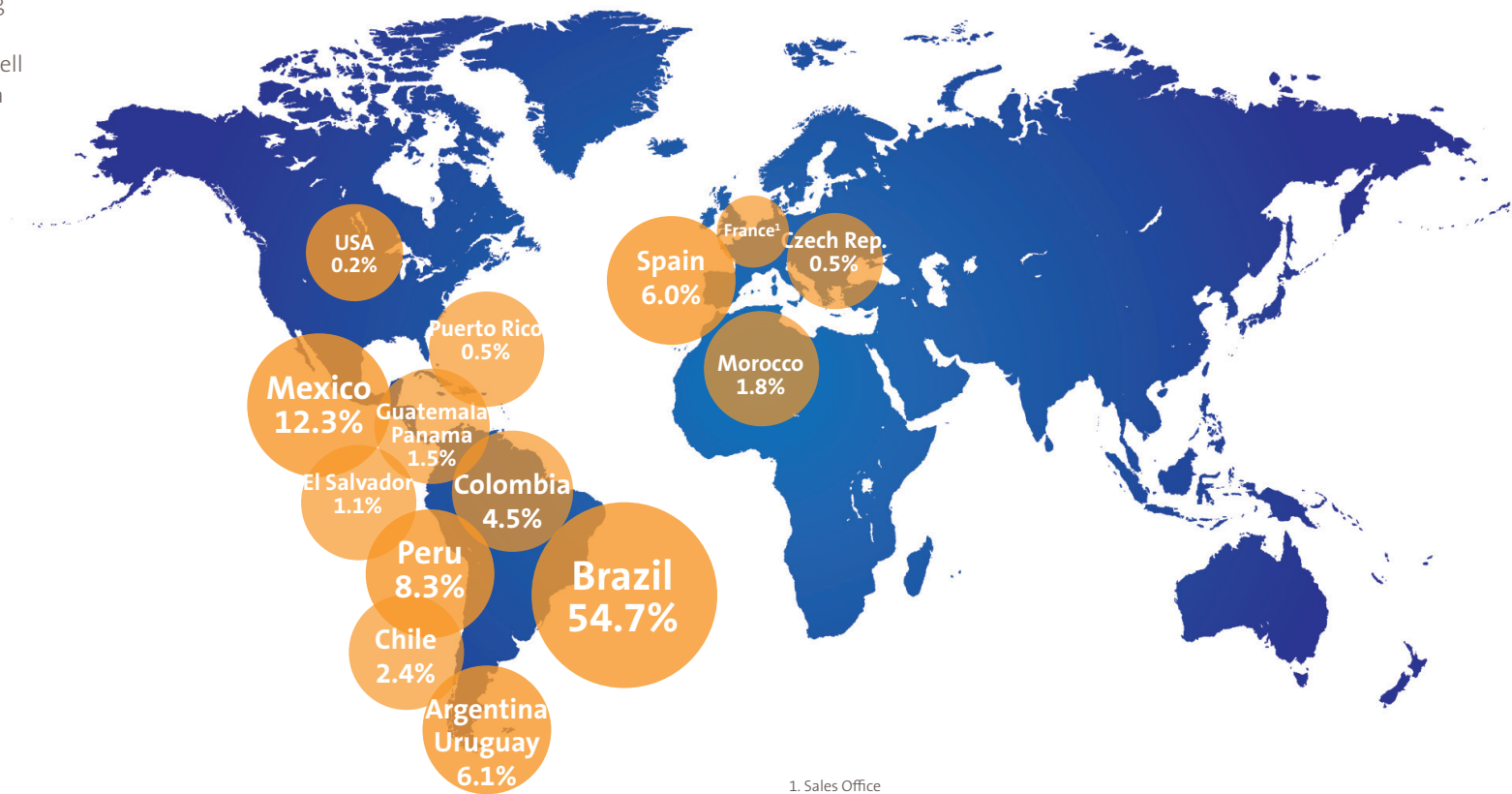
LA11, LA10, LA3, EC3, LA7, LA8, PR6, PR5

One team, maximum commitment. To achieve the satisfaction of our clients and provide them with the best service, we have a team of over 150,000 professionals located in 16 countries who communicate in Spanish, Portuguese, English and French, primarily.

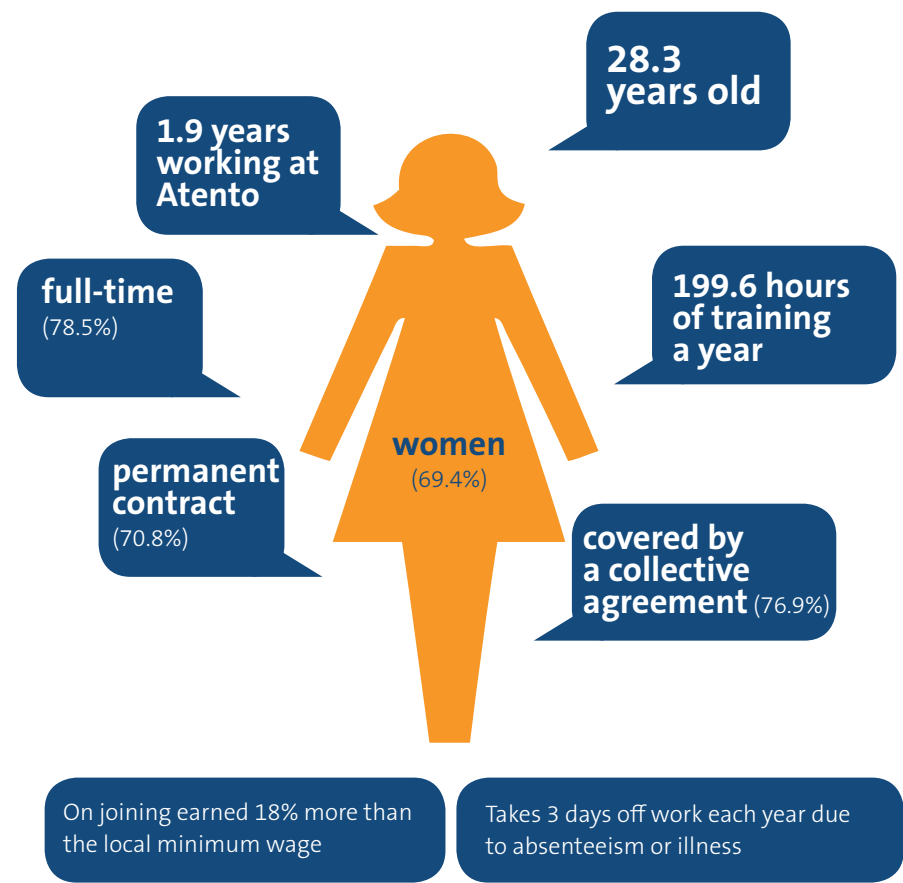
## We start with talent

Our human resources processes begin with attracting and selecting talent, training and developing skills, compensation policies and career management, as well as job satisfaction, spirit of belonging to a team and a commitment to our values.

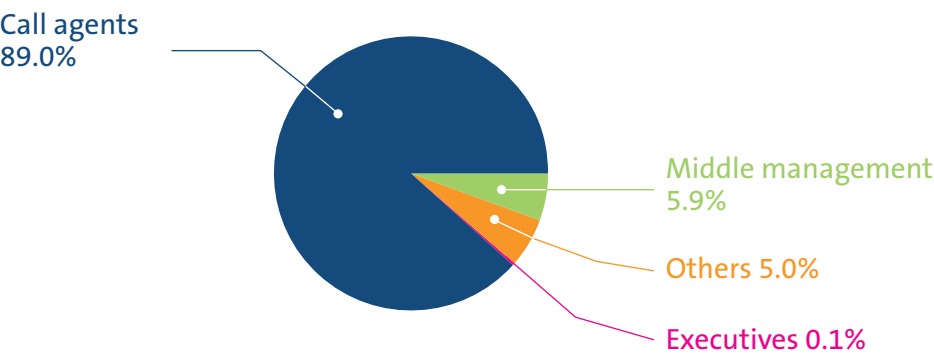
WORKFORCE DATA BY COUNTRY (2012)



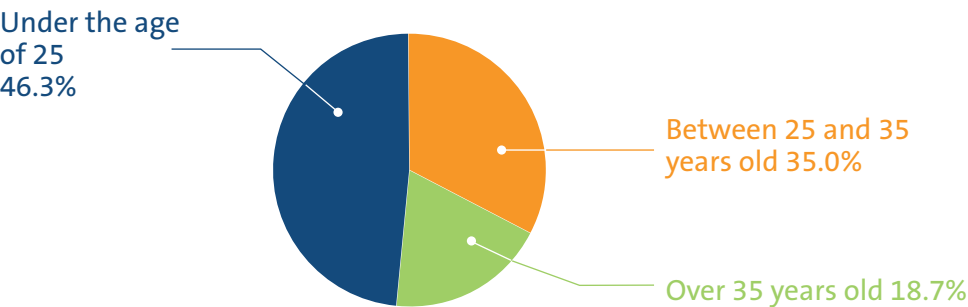
THE PROFILE OF THE ATENTO EMPLOYEE



SEGMENTATION BY FUNCTION



SEGMENTATION BY AGE



## Talent Management LA11

Developing the talent of our collaborators, presenting them with tangible opportunities for personal and professional development, and constantly supporting their personal growth are aspects that make Atento different. We believe that helping our workers to develop is a fundamental pillar of enabling us to tackle bigger challenges, adapt to change and increase value. Our experience indicates that these plans have a positive impact on the motivation, commitment and loyalty of the employees, as well as on their performance.

Our talent management process covers everything from career opportunities to programs that promote personal growth. The objectives we work towards are:

- Adapt the professional profiles to the strategic challenges.
- Motivate, develop and instill loyalty in the management core of the organization.
- Provide content and skills to promote performance and future growth.
- Favor geographic and functional mobility within Atento.

Based on the results of our appraisal process (Management Review), an Individual Development Plan (IDP) is designed that includes experiential (70%), relational (20%) and training (10%) actions. These actions may be carried out at three levels:

- Local, as in the case of courses at universities or academic centers, specific in-company programs, postgraduate diplomas, coaching programs, etc.
- At corporate level, as part of global programs that aim to develop the capacity to change and continuous improvement.
- Participation in the programs run by the Telefónica University.

### Top

In 2012, we launched the Top Leaders Development Program for Executives and Key Senior Management in the company. The duration of the program is 2 years, during which the participants complete 3 modules that cover Leadership, Vision, Strategy and Innovation.



### Boost your Career

We also have the Promote Your Career Program, for professionals identified as having potential to take on a job with greater responsibility. It is based on developing skills individually, based on an analysis of areas and mentoring in the learning process for the new duties to be taken on. In fact, in 2012, 68% of the vacancies in Atento's support areas were filled through internal promotions.

### Welcome program

This year, we relaunched the Welcome Program, designed to facilitate adapting to Atento and to the new job for people who are hired, promoted or rotated in. It includes a Welcome Agenda with meetings designed for each employee that help get to know the company and colleagues better. There is also a website with information relevant to the job.



Training and Development LA10

One of the most important corporate programs in the company is the Atento Academy, which is a training model that covers all employees around the world. Our goal is to manage training at Atento as a single training center for all groups, regardless of where the training is provided or how it is managed.

In 2012, we undertook a globalization project to lay the foundation for promoting employees' skills and adapting them to the challenges of business. In doing so, we have provided 30.67 million hours of training (more than twice that of the year before) to over 635,000 employees, representing an investment of more than €18 million.

To facilitate the transition to this global training model, we have conducted a refresher program for the Atento Academy brand, making it a strong and unifying brand and an umbrella under which to carry out all of our training actions:

- A single training model for all business jobs based on training pathways and a global certification system.
- Global management indicators and training policies adapted to each country.
- A single evaluation concept for all; a single system for measuring satisfaction and learning.
- A training community to facilitate sharing best practices among countries.

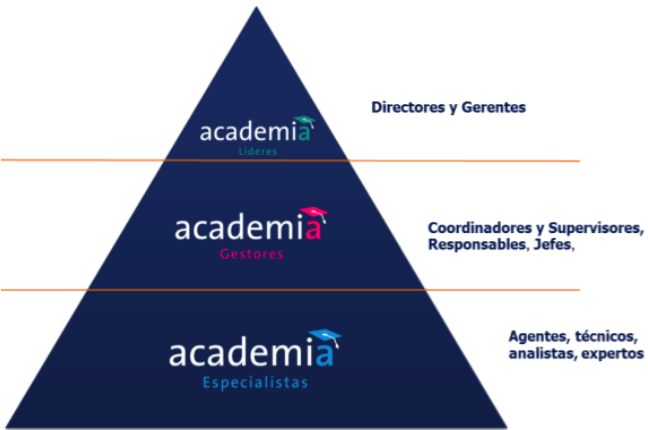
Standardizing and globalizing training processes at the Academy has been one of the milestones in the Atenea Project, which has an impact on all three of the pillars to our strategy (business, processes and people). The objectives in 2012 were to:

- Build a knowledge map based on training pathways for key business profiles that develop behaviors for success in each job.
- Recommend the methodologies best suited to each group.
- Develop the right profile for operating in any service, implementing the skills established in the behavior matrices for the aspired-for profiles.
- Implement the training model on the job (on-the-job training) for internal trainers and managers, who are key to implementing the behaviors for the aspired-for profiles.
- Incorporate evaluation and certification for the training actions.

Throughout 2013, we will focus on training our trainers to ensure the successful implementation of the new model in all countries. To do so, we will begin training in the new global content developed under the new methodological focus.

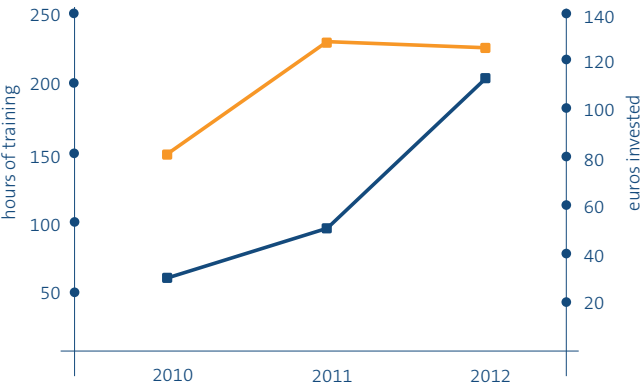
ATENTO ACADEMY

Under this global model, the Atento Academy has renewed its training schools, standardized and segmented by group:

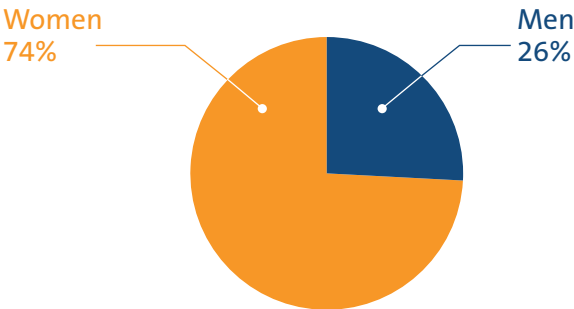


TRAINING EVOLUTION

- Euros invested per employee
- Hours of training per employee



HOURS OF TRAINING



## Compensation and benefits *LA3, EC3*

Atento's salary model is based on a total compensation system, taking salary, benefits, performance, recognition, development and career opportunities into account as key factors in attracting, retaining and motivating our present and future employees.

The pillars underpinning this model are:

- Internal fairness: we control the compensation for jobs that are comparable in terms of duties and responsibilities, using salary structures that help us analyze and maintain the salary intervals fairly.
- External fairness: our salary structures are aligned to reflect the circumstances of each of the countries in which we operate. We receive and participate in salary surveys in which a substantial number of BPO/contact center sector and multisector companies participate. The information from the surveys enables us to keep abreast of market trends and anticipate situations in which we identify positions of shortage or potential departure of human capital.
- Differentiation by performance and merit: the performance appraisal process and skills identification are two of the key elements in providing significant information to differentiate people based on their performance and skills.
- Variable compensation: the variable portion of the pay was designed to recognize the individual contributions to generating value for Atento, varying the importance of the objectives according to the jobs and the responsibilities they have.

There are two types of incentives:

- > Short-term: in the structure group, the employees' variable is annual, and it is affected by the results of the company, the results of the region or country, the area and the individual objectives of the employees. Employees in the operations area receive a monthly variable payment, linked to the operating results of the department or business in which they work. This ensures that all employees work in accordance with the company strategy.
- > Medium- and long-term incentives: these are especially appropriate for employees in executive positions who show sustained outstanding performance, as well as development potential toward positions of greater responsibility in company management. These incentives are linked to the generation of value for our shareholders.

- Benefits: there are certain company benefits that are adapted locally. Some examples include:
  - > Pension plan in Morocco.
  - > Discounts on calls in the Czech Republic.
  - > Transportation card, restaurant vouchers, medical and dental insurance, pension plan, life insurance and funeral expenses in Brazil.
  - > Vacation time, Christmas bonus, sick leave and social security in Puerto Rico.
  - > Sign-up to the compensation fund, pension fund and unemployment fund in Colombia.
  - > Bonuses, subsidies, health insurance, student loans and health and restaurant vouchers in Peru.
- Mobility: at Atento, we offer an international career to our employees who are identified as having potential through different options related to business needs. Overseas assignments are reserved for executive posts and rotation/localization for other middle management posts (preferably managerial posts).



Our goal is to attract, retain and motivate our employees, both current and future.

### Health and safety LA7, LA8

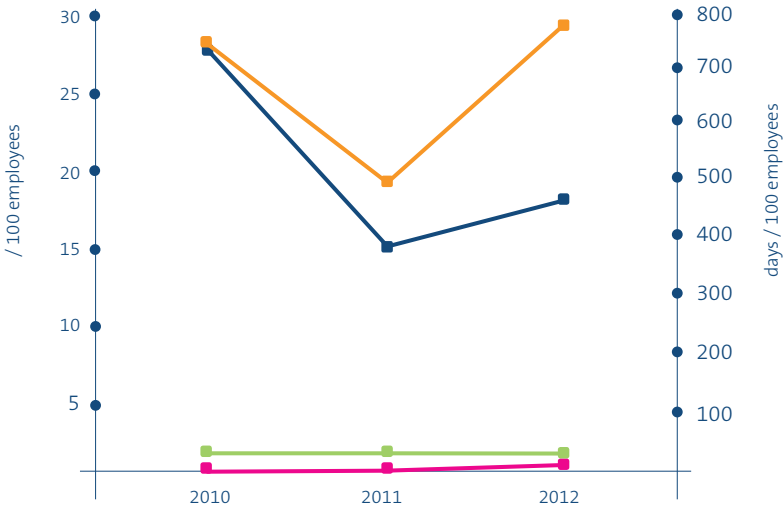
The health and safety of our employees is one of our priorities, which is why we design our work centers using ergonomic criteria applied to working with data displays, and we periodically update the occupational risk analyses for the different jobs.

We also train the employees when they are hired in the area of risk prevention associated with their job, and we extend that concern for their health to their family members and adopting health life and illness-prevention habits.

This concern for on-the-job safety has enabled us constantly to reduce both the number of accidents and occupational diseases:

- Accident rate per 100 employees (left axis)
- Occupational disease rate per 100 employees (left axis)
- Days lost due to accident or disease rate per 100 employees (left axis)
- Absence from work rate (right axis)

### HEALTH AND SAFETY INDICATOR EVOLUTION



### Health and prevention programs LA8

Brazil

Periodic health checkups, leprosy prevention, AIDS Prevention Week, tuberculosis prevention, vaccination campaign, high blood pressure prevention, glaucoma prevention, campaign against drug addiction, on-the-job accident prevention, smoking prevention, integration of people with disabilities, obesity prevention, diabetes prevention, World AIDS Day.

Argentina

Disease awareness campaigns (e.g. Influenza A).

Peru

Within the framework of the "Atentos a tu Salud" program, disease awareness campaigns (HIV, stress, measuring bone density, glucose and cholesterol).

Mexico

"Prevenimos" Program (obesity, diabetes, high blood pressure), CAPTAS (sexually transmitted diseases), self-exploration for breast cancer and awareness presentations related to cancer.

El Salvador

Talks on sexually transmitted diseases and on pregnancy and breast-feeding.

Colombia

Common and occupational disease prevention programs: talks, active breaks, prevention fairs and screening tests.

Guatemala

Free annual health workshops, medical checkups and health exams.

Motivation and emotional reward PR6, PR5

The true stars in Atento's story are its staff, who are committed people who have helped to make our company so different and special. Through the enthusiasm and efforts of these people, we have reached prominent positions on the lists of the best places to work published by the Great Place to Work Institute in Brazil, Mexico, Spain, Argentina, El Salvador, Guatemala, Puerto Rico, Uruguay, Colombia and Peru.

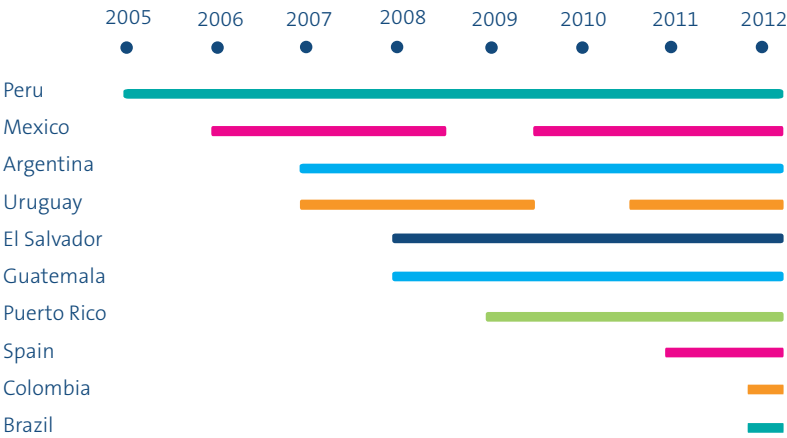
We continue to work so that our collaborators can develop themselves in a working environment based on trust and camaraderie. To achieve this, we have implemented motivation and emotional compensation programs to consolidate our culture and create an environment in which people can give the best of themselves.



Great Place to Work (GPTW)

With over 25 years' experience, GPTW is the international benchmark in analyzing and appraising working environments. To produce its league tables, the institute carries out workplace climate surveys on employees and analyzes companies' people management practices and policies.

Being among the best companies in the world to work for is undoubtedly a privilege, but it is also a challenge: it means we have to prove, day after day, that we truly deserve this award. At Atento, we aspire to become the most admired company in our sector. We want to be identified in all our operations as a company of excellence, considered to be one of the best places to work.



### Motivation initiatives: Atento Rally

Atento believes that leisure activities and friendship play a role in developing our employees, involving their families and society. Enjoying the work done and feeling satisfaction on account of the goals attained are the mainstays of our celebration. These activities serve to foster teamwork and the sense of belonging, as well as recognition of their commitment and the job performed. This way, employee satisfaction and motivation is reflected in better service for our clients.

Events held at Atento are largely linked to the Atento Rally program, which without doubt distinguishes us from other contact center companies. Rally is aimed at all our employees, irrespective of their position or function, and its aims include:

- Reinforcing our values.
- Promoting the participation of employees and having them suggest proposals for new activities.
- Developing people's potential and their skills and creativity.
- Sharing our motivation and attitude.

The program is implemented through the valuable support of the staff of motivators, a group of volunteer collaborators who offer their free time to come up with and implement new activities, propose innovative projects, survey the preferences of our colleagues and motivate participation. In Mexico, the country where the initiative originated, 89% of the employees have participated in Rally activities in 2012.

### Employee satisfaction PR5

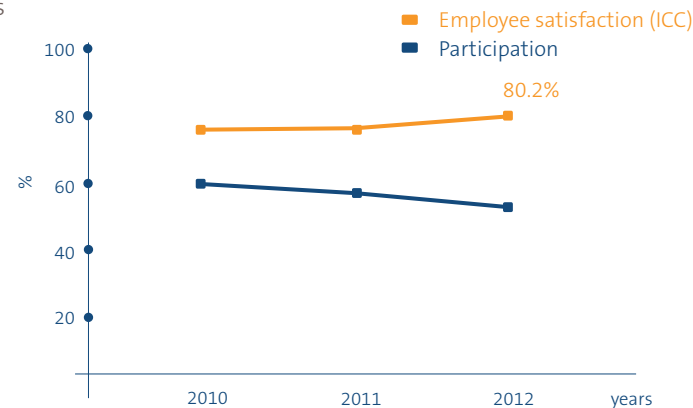
At Atento, we measure the satisfaction of our employees around the world through an internal working climate survey that enables us to analyze 36 parameters grouped into five large dimensions: leadership, image/pride, daily work, development and client. In parallel, in several of our operations, an external survey is conducted by GPTW for comparison with the rest of the employees in each geographical area.

Climate objectives are established annually and organized into working groups for follow-up and management, analyzing specific areas for improvement and designing actions. The areas for improvement with the greatest number of initiatives in 2012 were:

- Management accessibility, through suggestion channels, encounters, meetings, etc.
- Transparency, based on boosting the potential of internal communication.
- Motivation and pride in belonging, intensifying celebrations and achievement recognition.

This commitment to the labor climate and employee satisfaction has born its fruit, and for the first time the global labor climate and commitment index (ICC) has reached 80.2%.

### INTERNAL CLIMATE SURVEY RESULTS



### Atento Best Practices Award (PAMP) PR6

The initiative of this award, which is now in its third year, comes from the Business Intelligence and Quality team in Brazil to: stimulate, recognize and share actions that make us work more efficiently at Atento. This has an effect on innovation and the satisfaction of our clients and employees.





This year, the Business area has registered 99 practices that were divided among our three strategic pillars (Business-Processes-People) and 7 categories (SAC, Sales, Back Office, Technical Support, Quality Improvement, Efficiency and Financial Reports Improvement, Climate Improvement). The practices were sent to an external panel of experts from the sector who chose gold, silver and bronze medalists in each category. The practices chosen were submitted to the Regional Management Committee, which was responsible for awarding, among others, the three grand prizes.

The grand prize winners will make an exchange visit to a city where Atento has a presence. During their stay, they will have the chance to exchange their practice with colleagues in that city and to identify other good ideas in that country. They will also have to get to know the city.

### Atento Champions Cup PR6

This competition, which started in April 2012, recognizes the countries with the best quarterly and annual results in budgetary and profitable growth performance. The winner of the quarterly results competition is awarded the cup, which is kept by the winning country until the next quarter. The annual prize is awarded at the end of the year, according to the results for that financial year.

**Labor Indicators** LA1, LA2, EC5, LA4, LA6, LA7, LA9, LA10, LA12, EC7, LA13, LA14, LA15





|   |  | 2012    | Units  | Var (% <sup>2</sup> ) '11 <sup>3</sup> -'12 | 2011 <sup>2</sup> | 2010    |
|---|--|---------|--------|---|-------------------|---------|
| <br><b>LA1</b>           | Total workforce (excluding interns)                      | 153,638 | people | 1.1   | 152,030           | 151,896 |
|   | Full-time employees                                      | 78.46   | %      | -1.4  | 79.59             | 74.3    |
|   | Employees on indefinite contracts                        | 70.84   | %      | 0.5   | 70.49             | 70.0    |
|   | Employees on telework contracts                          | 3.67    | %      | 3.6   | 0.03              | 0.12    |
|   | Average employee age                                     | 28.32   | years  | 3.1   | 27.45             | 27.47   |
|   | Average length of employee service                       | 1.89    | years  | -1.6  | 1.92              | 1.73    |
| <br><b>LA2</b>           | Total employees joining during year                      | 132,291 | people | -13.3                                       | 152,512           | --      |
|   | % women hired  | 70.36   | %      | --  | --                | --      |
|   | Total employees leaving during year                      | 136,238 | people | -7.7  | 147,574           | 125,181 |
|   | % women terminated                                       | 79.53   | %      | --  | --                | --      |
|   | % structural personnel terminated                        | 14.76   | %      | --  | --                | --      |
| <br><b>EC5</b>          | Standard initial wage ratio/local minimum wage for women | 118.60  | %      | 2.3   | 115.98            | 109.17  |
|   | Standard initial wage ratio/local minimum wage for men.  | 118.43  | %      | 3.4   | 114.54            |         |
| <br><b>LA4 and LA6</b> | Employees covered by collective bargaining agreement     | 76.90   | %      | 2.0   | 74.94             | 79.01   |
|   | Number of employees voting in union elections            | 17,730  | people | -47.4                                       | 33,733            | 58,172  |
|   | Workers represented on Health and Safety Committees      | 33.23   | %      | --  | Less than 25%     | --      |

<sup>2</sup> As a percentage, unless otherwise indicated.

-- corresponds to "data not available" or "not applicable".

<sup>3</sup> Without including Venezuela, whose operations remained under the ownership of Telefónica on December 12, 2012.

## Labor indicators

|  |  | 2012                                    | Units                                 | Var (% <sup>2</sup> ) '11 <sup>3</sup> - '12 | 2011 <sup>2</sup> | 2010       |
|--|--|---|---------------------------------------|--|-------------------|------------|
| <br><b>LA7</b>    | Accident rate  | 1.12                                    | accidents/ 100 employees              | -1.0   | 2.13              | 2.11       |
|  | Occupational illness rate  | 0.11                                    | occupational illnesses/ 100 employees | 0.02   | 0.09              | 0.15       |
|  | Rate of days lost due to occupational accidents or illnesses     | 29.33                                   | days lost/ 100 employees              | 10.09  | 19.24             | 28.29      |
|  | Absenteeism rate   | 469.62                                  | days lost/ 100 employees              | 50.91  | 418.71            | 728.19     |
|  | Number of deaths   | 1                                       | victims                               | +1   | 0                 | 1          |
| <b>LA9</b>   | Health and safety issues covered in agreements with trade unions | In Spain, those required by legislation | issues                                | - -  | - -               |            |
| <br><b>LA10</b>   | Total number of hours of training                                | 30,672,810                              | hours                                 | 134.0  | 13,108,942        | 9,623,665  |
|  | Hours of training per employee                                   | 199.64                                  | hours/person                          | 131.5  | 86.23             | 63.36      |
|  | Average hours of training for women                              | 211.67                                  | hours/person                          | 157.3  | 82.28             | - -        |
|  | Average hours of training for men                                | 172.37                                  | hours/person                          | 81.1   | 95.18             | - -        |
|  | Total training expenditure during the year                       | 18,150,248                              | €                                     | -3.8   | 18,860,217        | 12,461,941 |
|  | Training expenditure per employee                                | 118.14                                  | €/person                              | -4.8   | 124.06            | 82.04      |
| <br><b>LA12</b> | Employees included in the management review <sup>4</sup>         | 2.90 <sup>5</sup>                       | %                                     | -94.8  | 55.58             | 23.30      |
|  | Women included in the management review <sup>4</sup>             | 2.15 <sup>3</sup>                       | %                                     | -96.5  | 60.79             | - -        |
|  | Men included in the management review <sup>4</sup>               | 4.61 <sup>3</sup>                       | %                                     | -39.18                                       | -43.79            | - -        |
| <br><b>EC7</b>  | Number of executives   | 95                                      | people                                | 14.5   | 83                | 88         |
|  | Executives from the local community                              | 81.05                                   | %                                     | -12.6  | 92.77             | - -        |



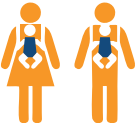
<sup>2</sup> As a percentage, unless otherwise indicated.

<sup>3</sup> Without including Venezuela, whose operations remained under the ownership of Telefónica on December 12, 2012.

<sup>4</sup> This indicator takes into account the appraisals conducted in the 2011 Management Review.

- - corresponds to "data not available" or "not applicable".

## Labor Indicators

|  |   | 2012    | Units  | Var (%) '11 -'12 | 2011    | 2010    |
|--|---|---------|--------|------------------|---------|---------|
| <br><b>LA13</b>   | Middle manager employees                                      | 9,046   | people | -0.03            | 9,121   | 9,048   |
|  | Telephone operators/agents                                    | 136,722 | people | 0.46             | 136,096 | 142,760 |
|  | Other employees (technicians, administrative staff, etc.)     | 7,775   | people | 15.53            | 6,730   |         |
|  | Female employees  | 69.40   | %      | 0.0              | 69.39   | 67.70   |
|  | Employees aged over 35  | 18.76   | %      | 7.7              | 17.43   | --      |
|  | Employees aged between 25 and 35                              | 35      | %      | 0.17             | 34.83   | --      |
|  | Employees aged under 25                                       | 46.3    | %      | 33.26            | 47.74   | --      |
|  | Employees with a disability                                   | 0.30    | %      | 59.6             | 0.19    | 0.23    |
|  | People on Management Committees                               | 102     | people | 15.9             | 88      | 91      |
|  | Women on Management Committees                                | 27      | %      | 10.9             | 23.86   | 24.18   |
|  | People on Management Committees over the age of 35            | 82.35   | %      | -7.1             | 88.64   | --      |
|  | People on Management Committees between the ages of 25 and 35 | 12.75   | %      | 12.2             | 11.36   | --      |
|  | People on Management Committees under the age of 25           | 4.90    | %      | +4.9 p.p         | 0       | --      |
| <br><b>LA14</b> | Base salary ratio men/women total workforce                   | 101.12  | %      | 0.4              | 100.68  | --      |
|  | Total compensation ratio men/women total workforce            | 103.27  | %      | 2.1              | 101.08  | --      |
| <br><b>LA15</b> | Women who took maternity leave                                | 5,126   | people | 219.0            | 1,607   | --      |
|  | Women returning to work after maternity leave                 | 4,816   | people | 225.4            | 1,480   | --      |
|  | Men who took paternity leave                                  | 927     | people | 197.1            | 312     | --      |
|  | Men returning to work after paternity leave                   | 889     | people | 184.9            | 312     | --      |

<sup>2</sup> As a percentage, unless otherwise indicated.

-- corresponds to "data not available" or "not applicable".

**FOR THE FIRST TIME,  
OUR EMPLOYEE SATISFACTION INDEX  
EXCEEDED**



**80%**

**DATA OBTAINED FROM THE WORK CLIMATE SURVEY**

## 05. Commitment to **society**

WE BELIEVE IN  
TRAINING PEOPLE  
SO THEY REACH  
THEIR FULL  
POTENTIAL



## 05. Commitment to society *EC8*

### We create value in the communities where we operate

In addition to the socioeconomic contribution made by our activity, one of our clearest contributions is in creating jobs in the countries where we provide services, positioning us as one of the largest employers in the society.

#### 153,638 professionals

Our employees provide for many families and they represent the first professional opportunity for young people in underdeveloped areas of Latin America, making Atento a unique opportunity to learn customer service skills that they can put into practice throughout their professional lives.

As outlined in our 2012-14 Master Plan, our community commitment initiatives are implemented according to the three major pillars of our vision for sustainability: “generating training, employment and stewardship in the countries in which we are present”:

- Employee training, making people active members of the community who contribute with their work to socioeconomic development.
- Job placement, incorporating minorities who have trouble looking for work, such as people with disabilities or those who have been out of the job market for some time.
- Responsible stewardship, making our best skills available to the community through corporate volunteering programs.

#### Employee training

We believe in training people so that they reach their full potential and contribute to the progress of communities. In that sense, we feel we can play a significant role in sharing our professional skills with young people so that it helps them look for work at Atento or in any other organization.

To do that, we have our own community education initiative, Atentos al Futuro, and we also collaborate with initiatives promoted by others, such as Microsoft's Unlimited Potential.

Sometimes we take Atento to young pre-university students through visits to our facilities and job-oriented presentations, such as the “Quiero Ser” (I Want to Be) program in Peru.

#### Atentos al Futuro with pre-university students

This initiative was launched in 2008 to support training for young people who are finishing their high school studies, providing them with skills that will help them find jobs in future. Some of the subjects taught have been communication and sales tools, customer assistance, Windows software and job-hunting, among others.

The collaborating institutions in Argentina are public high schools in the regions where our work centers are located, while in Brazil both public schools and NGOs offer some of the modules.

|                                      | ARGENTINA   |  |                         | BRAZIL  |   | PERU  | CHILE  |  |
|--------------------------------------|---|--|-------------------------|---|---|---|--|--|
| Initiative                           | Atentos al Futuro   | Atentos al Futuro Special Cycle                            | Unlimited Potential     | Atentos al Futuro   | Atentos a Mejor Edad  | Atentos al Futuro   | Social grants and youth line   | Women workers  |
| Collaborator                         | 9 Public schools in 7 towns in Argentina and Uruguay  | Ministry of Social Development, Government of Buenos Aires | Microsoft               | NGOs and Schools in Goiânia and São Paulo and the Mayor's Office in Sertãozinho   | --  | An alliance was negotiated with the Labor Ministry through "Perú Responsable"   | OMIL, offices of labor mediation in the towns  | SENCE: Ministry of Labor   |
| Contents                             | <ul style="list-style-type: none"> <li>• communication tools</li> <li>• customer support</li> <li>• sales techniques</li> <li>• environment</li> <li>• Windows software</li> <li>• job-hunting</li> </ul> |  | Basic computer skills   | <ul style="list-style-type: none"> <li>• life project and communication</li> <li>• math and financial planning</li> <li>• customer service</li> <li>• sales</li> <li>• contact center market</li> <li>• stewardship, computers and employability</li> </ul> | Professional Skills   | <ul style="list-style-type: none"> <li>• communication tools</li> <li>• customer support</li> <li>• sales techniques</li> <li>• environment</li> <li>• Windows software</li> <li>• job-hunting</li> </ul> | <ul style="list-style-type: none"> <li>• communication</li> <li>• teamwork</li> <li>• personal effectiveness</li> <li>• the client</li> <li>• handling objections</li> <li>• customer products and services</li> </ul> | <ul style="list-style-type: none"> <li>• tools for accessing the job market</li> </ul> |
| Recipients                           | Secondary education students  | Unemployed students  | Employee family members | Young people aged 18 to 29 in vulnerable situations   | Employee family members over the age of 45 who are unemployed | Secondary education students  | People with limited resources, unemployed or who are looking for their first job   | Women with family responsibilities   |
| Hours of training                    | 5.870 hours   | 320 hours  | 1.728 hours             | --  | --  |   | 192 hours  | --   |
| No. of volunteers providing training | Approx. 200   | 26   | 23                      | 18  | 14 volunteers were trained                                    | The first stage of school selection is underway   | --   | --   |
| No. of people trained                | 149 young people  | 8 adults   | 96 adults               | 93 young people   | --  |   | 202  | 10   |

-- corresponds to "data not available" or "not

## Job placement EC8

We believe in the value of diversity as a source of enrichment and progress, and we try to make our teams reflect the diversity of the communities we serve. However, there are times when groups of people face difficulties when looking for a job: people with disabilities, those who have been out of the job market for a long time, etc. That is why we place special interest in hiring minorities with difficulties in finding jobs, aware that the conditions of our work (without high physical demands, with the ability to adapt the workspaces, shift work, etc.) often facilitate integration and enable us to play an active role.

In Spain, we have been hiring people with disabilities since 2003, conducting selection and welcome processes adapted and conditioned to the workstations so that the telephone support jobs can be conducted to our clients' complete satisfaction.

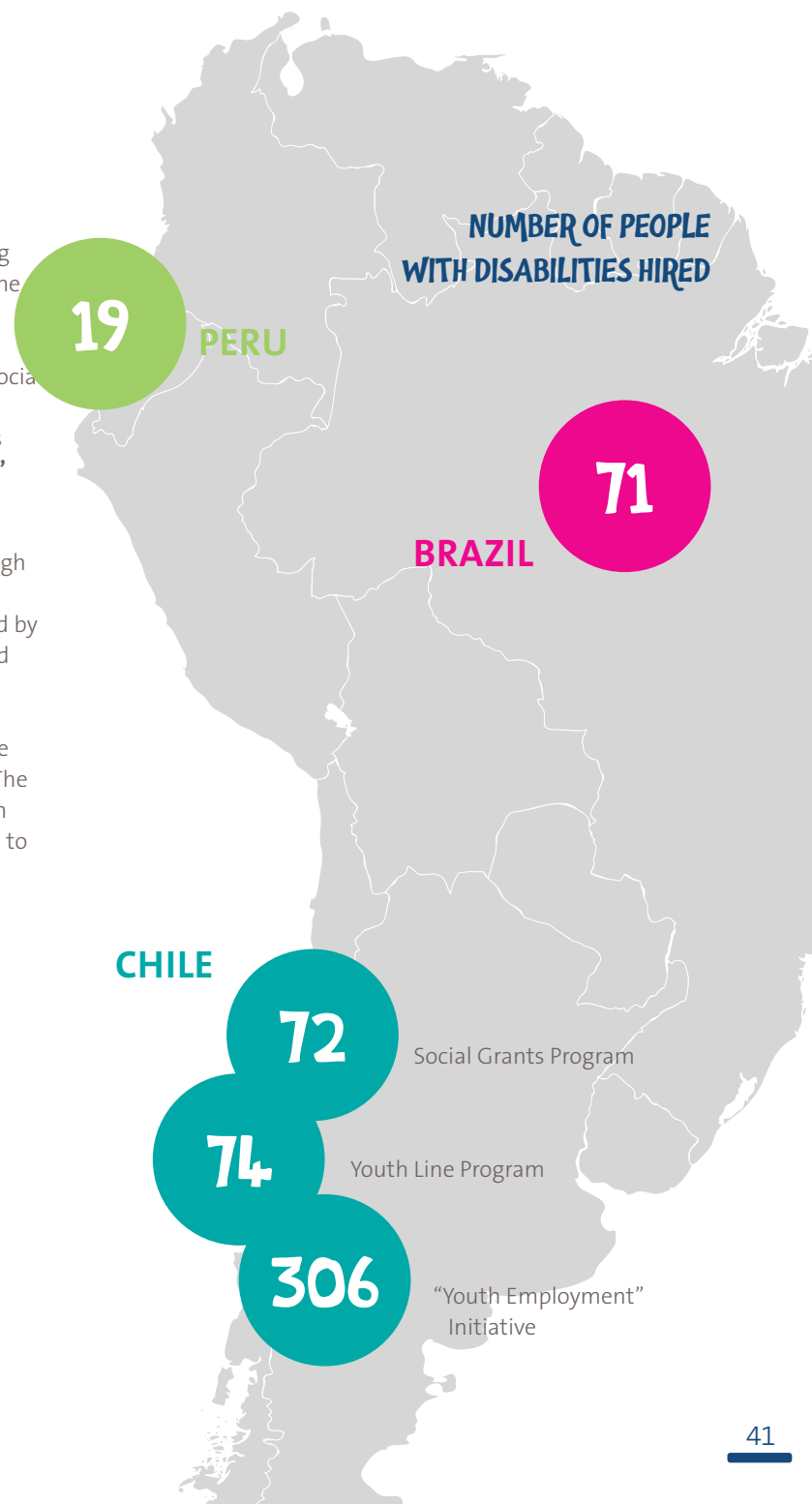
This initiative was subsequently extended to take in the long-term unemployed, women who have been out of work for a long time due to domestic obligations, and women at risk of gender violence, who often seek work in a different city. This year we have hired pregnant women and women with children under the age of 1 through the incentive "Tu futuro profesional: un reto que depende de ti" (Your professional future: a challenge that depends on you), by the Women, Family and Work Foundation in collaboration with the regional government of Madrid and the town of Boadilla del Monte.

Some of the most important initiatives in other regions include:

- In Brazil, 71 people with disabilities were integrated through agreements with AACD (Associação de Assistência à Criança Deficiente), CAT (Worker's Support Center) and the Ministry of Social Development.

The project included benchmarking best practices, qualification of selection providers and subsequent hiring of a specialized consultant, and technical support from the health and safety teams, among others.

- In Chile, 72 people were hired after participating in the Social Grants program, and another 74 through the **Youth Line** in 2012. We also hired an additional 306 young people as part of the Chilean Labor Ministry's "**Youth Employment**" initiative.
- In Peru, 19 people with disabilities were integrated through collaboration with the National Council for People with Disabilities (CONADIS). This integration was accompanied by awareness presentations to their future colleagues, called "**Soy Capaz**" ("I Am Able").
- In Spain, job placement initiatives began in 2003 with the **Impulsa** subsidiary, which hires people with disabilities. The Impulsa team provides customer assistance services with the highest quality standards, both to public entities and to leading private companies in their respective sectors.
- In Morocco, we have carried out an Atento – ANAPEC (Moroccan Employment Office) – Cervantes Institute tripartite project to train and integrate people with little knowledge of Spanish.



## Responsible stewardship EC8

We want to accompany our employees in their concerns for the community, generating committed citizens who contribute to resolving social problems. To do that, we have started collaborations with third-sector companies (NGOs) and volunteering initiatives, which come not only from the concerns of our employees, but from launching our corporate responsibility objectives.

One of the first volunteering initiatives to be spread through our operations was "Voces que Ayudan" ("Voices that Help"), which consists of collaborating with NGOs in raising funds for solidarity purposes, generally taking calls from viewer donors throughout a televised gala or telethon.

Our volunteers have a great impact on the community, both through their distinguishing customer support skills that they put into practice and through the scale the NGOs with which we collaborate (we work with UNICEF in several countries). On some occasions we have also allowed interested clients and suppliers to volunteer for these initiatives, with parallel activities often also organized, such as child-minding facilities for the volunteers' children over the course of the event.

Another way of collaborating with humanitarian organizations has been through telephone campaigns for membership and donor drives, such as:

- In Argentina, 18 volunteers helped to publicize the national reading marathon organized by the Fundación Leer foundation, with nearly four million people participating, along with 13,000 collaborating institutions.
- In the Czech Republic, a UNICEF membership reactivation campaign was undertaken.

## DONATIONS MADE BY THE ATENTO TEAM IN 2012

|             |  |  |  |  |  |  |  |
|-------------|--|---|---|---|---|---|---|
|             | Clothes  | Toys  | Food  | Books - Supplies  | Furniture & PCs   | Blood   | Economic  |
| Argentina   | ✓  | ✓   | ✓   | ✓   | ✓   |   | ✓   |
| Brazil      | ✓  | ✓   | ✓   | ✓   |   |   | ✓   |
| Chile       |  |   |   |   |   |   | ✓   |
| Colombia    | ✓  |   | ✓   |   |   | ✓   |   |
| Spain       | ✓  | ✓   | ✓   | ✓   | ✓   | ✓   | ✓   |
| USA         |  | ✓   | ✓   |   |   | ✓   |   |
| Guatemala   |  |   | ✓   | ✓   |   |   | ✓   |
| Morocco     | ✓  | ✓   | ✓   |   | ✓   |   |   |
| Mexico      | ✓  | ✓   | ✓   | ✓   |   |   | ✓   |
| Peru        |  | ✓   | ✓   |   |   |   | ✓   |
| Puerto Rico | ✓  | ✓   | ✓   |   |   |   | ✓   |
| Czech Rep.  |  | ✓   | ✓   |   |   |   |   |
| El Salvador | ✓  | ✓   | ✓   |   |   |   |   |

- In the case of Spain, we lent our facilities to enable Telefónica volunteers to answer fund raising calls during the Inocente Gala broadcast by TVE on December 28.

elderly people, etc., sometimes working with major NGOs, such as SOS Children's Villages, Cáritas and the International Red Cross.

Aside from providing a telephone service in all these campaigns, our volunteers also helped to bring in other kinds of donations and charitable giving for children, the homeless,

## Benefit galas

### ARGENTINA Un Sol Para Los Chicos

UNICEF  
Over 1,000 volunteers  
Collection: €827,000

### PERU Good Vibes

UNICEF  
100 volunteers

### PUERTO RICO Sentimental Telethon

Muscular Dystrophy Assoc.  
(ADM)  
Collection: €21,000

### SPAIN Inocente Gala

Inocente  
Collection: €1,333,443

## Revitalization of the Ouvidoria Channel at Atento Brazil

In March 2012, Atento Brazil carried out a revitalization campaign for the Ouvidoria Channel, a support channel for our employees that has played a key role not only in resolving conflicts in the operation, but also, especially, in generating effective dialog with our employees.

This channel focused especially on first-line administration claims, related primarily to human resources processes, and on behavioral incidents presented by our employees. Through the revitalization that began last year, the Channel has been redirected to resolve last-line claims that had not been resolved by other employee support channels, such as Central Alo Pessoas or the Service Desk.

After this change to the channel support strategy, thanks to the revitalization actions that have accompanied it, over 7,700 incidents have already been resolved in 2012 throughout all of the operations at Atento Brazil. These measures are grouped into four categories:

1. Interpersonal conflicts (between managers and subordinates, between coworkers).
2. Incidents (mobbing and sexual harassment, mockery, discrimination).
3. Central services complaints (such as benefits or salaries) and infrastructures requested through the Service Desk (such as air-conditioning or cleaning).
4. Advice (for leaders and followers, consultation and prevention).

Based on all the indications received through the Ouvidoria Channel, a series of improvement actions were implemented to help understand our employees' dissatisfaction and come up with real solutions to their problems. Most of these actions focused on personal conflict mediation (42%) and behavioral alignment (27%).






This revitalization also included establishing the Ethics Committee, through which a series of regulations were drafted to avoid situations of discrimination or conflict, such as the Dress Code (NI 022) and Family Member Hiring Regulations (NI 030), as well as the Ouvidoria and Ethics Committee Regulations (PR 173), to regulate the Committee itself.

One of the keys to the success of this channel has been the involvement of the team leaders in Brazil in this revitalization process. During 2012, an information and awareness campaign was undertaken with the participation of nearly 1,600 leaders. These awareness seminars on the importance of a respectful working environment, without disputes, have given our leaders the keys they need to avoid conflict and strengthen Atento's relationship with its employees.

With this, the Ouvidoria Channel has been a significant pillar for cultural transformation at Atento Brazil, restructuring our processes and improving efficiency in mediating in conflicts in the operation.

In recognition of the work done with the Ouvidoria Channel in the last year, Atento Brazil was recognized with an honorable mention as the Best New Company (Empresa Revelação) at the Prêmio de Ouvidorias Brazil in 2013, given by the Associação Brasileira de Ouvidores and the Associação Brasileira das Relações Empresa-Cliente (ABRAREC). This award recognizes Atento's commitment to continuously improving its processes and to a relationship based on ethics and respect for all our employees.

## Social Indicators *HR3, SO3, HR4, HR6, HR7, HR11, SO2, SO7 y SO8*

|   |  | 2012  | Units      | Var (%) 11 <sup>1</sup> /12 | 2011 <sup>1</sup> | 2010   |
|---|--|---|------------|-----------------------------|-------------------|--------|
|                  | Total hours of training in Business Principles   | 22.45 <sup>2</sup>                                    | hours      | -49,6                       | 47.789,25         | --     |
|   | Employees trained in Business Principles   | 11,226 <sup>2</sup>                                   | people     | -47,1                       | 22.729            | 22.957 |
|   | Percentage of employees trained in Business Principles   | 7.61 <sup>2</sup>                                     | %          | -47,6                       | 14,5              | 15,11  |
|   | % Executives trained in Business Principles  | 1.59 <sup>2</sup>                                     | %          | -91,3                       | -12,05            | 0      |
|   | % Non-Executives trained in Business Principles  | 98.41 <sup>2</sup>                                    | %          | -48,6                       | 15,21             | 15,12  |
| <br>HR4          | Total number of discrimination incidents arising from the Ouviduría Channel in Brazil  | 38 <sup>3</sup>                                       | incidents  |                             |                   | 967    |
|   | Activities identified that involve a significant risk of child exploitation arising from the Ouviduría Channel in Brazil                               | there is no record of incidents related to this issue | activities | --                          | none              | --     |
|   | Operations identified as a significant risk as a source of forced or non-consenting labor incidents arising from the Ouviduría Channel in Brazil       |   | operations |                             |                   | --     |
| <br>HR7          | Number of offenses related to human rights received, handled and resolved through the formal mechanisms arising from the Ouviduría Channel in Brazil   | 372 <sup>3</sup>                                      | incidents  |                             |                   | --     |
| <br>SO2<br>SO7 | % of business units evaluated as regards risk of corruption  | 100   | %          | 0                           | 100               | --     |
|   | Sanctions issued as a result of monopolistic or antitrust practices, and their outcomes  | none  | penalties  | --                          | none              | none   |
| <br>SO8        | Monetary value of significant penalties and fines and total number of non-monetary penalties stemming from failure to comply with laws and regulations | 0 <sup>4</sup>  | penalties  | --                          | 0                 | --     |

<sup>1</sup> Without including Venezuela, whose operations remained under the ownership of Telefónica on December 12, 2012.

<sup>2</sup> Only new corporate training in Business Principles launched in late 2012 have been considered.

<sup>3</sup> As regards the incidents received, based on the significance criterion agreed upon with the external auditor during the financial audit (report on fines and/or sanctions with final judgments in excess of €150,000), Atento is not aware of any incidents related to discrimination, nor offenses related to human rights with significant impact in 2012.

<sup>4</sup> An amount of over €150,000 was considered as the significance criterion.

**WE BELIEVE IN THE STRENGTH OF OUR TEAMS  
TO IMPROVE THE WORLD**



**ATENTO VOLUNTEERS CONTRIBUTED TO THE SUCCESS OF SOLIDARITY CAMPAIGNS IN ALL COUNTRIES**

## 06. Eco-efficient services

WE WORK  
TO DESIGN  
**SUSTAINABLE**  
SERVICES



## 06. Eco-efficient services

EN5, EN6, EN14, EN22, EN18, EN26

We are committed to our surroundings and we work for sustainable development. We are therefore working to incorporate the best technologies available, to help make sure our resource consumption is as efficient as possible.

### We also minimize our impact

In this sense, the primary impacts arising from our activity are:

- Consumption of resources, such as paper, energy and water.
- Generation of waste, characteristic of a services company.
- Indirect emissions of greenhouse gases, derived primarily from our use of electricity or work-related travel.

We are working to design environmentally sustainable services and reduce our impacts, both when designing and building new call centers and in operations at the existing facilities and telecommunications networks. We would take all possible protective measures in line with the precautionary principle whenever adopting any new technology with unknown environmental risks.

The following describes the main local initiatives for improving the environmental efficiency that we have set in motion in 2012, always accompanied by communication and awareness campaigns that enable us to fulfill the commitment of the teams.

### Reduction of Resource Consumption EN5, EN6

We have advanced in our initiatives for efficiency in the consumption of resources:

- In Guatemala, they replaced light bulbs and computers with more efficient models, leading to a reduction in consumption of 235.1 GJ.
- In the United States, 300 light bulbs were switched to LEDs with a saving of 61.8 GJ.
- Light bulbs were also replaced in Peru for a saving of 51.3 GJ.

As regards paper consumption, we have made progress in the consumption of recycled paper, and there are now operations, such as in the US, El Salvador and Colombia with usage rates of around 40%.

Likewise, on June 5th, in conjunction with World Environment Day, a photography contest was organized under the slogan “Y tú, ¿cómo cuidas el medio ambiente?” (“How do you take care of the environment?”) with the participation of the corporate office, Argentina, Mexico, Guatemala, El Salvador, Morocco and Spain.

### Waste recycling EN22

Our operations have containers for the selective collection of paper and cardboard and waste with toxic components. Some of the collection figures in 2012 include:

- Paper, 31.5 T in Spain, 1.22 T in Argentina, 1.1 T in El Salvador and 0.3 T in Guatemala.
- Among the rest, 176 kg of used batteries in Spain and 100 kg of used fluorescent lights in Peru.

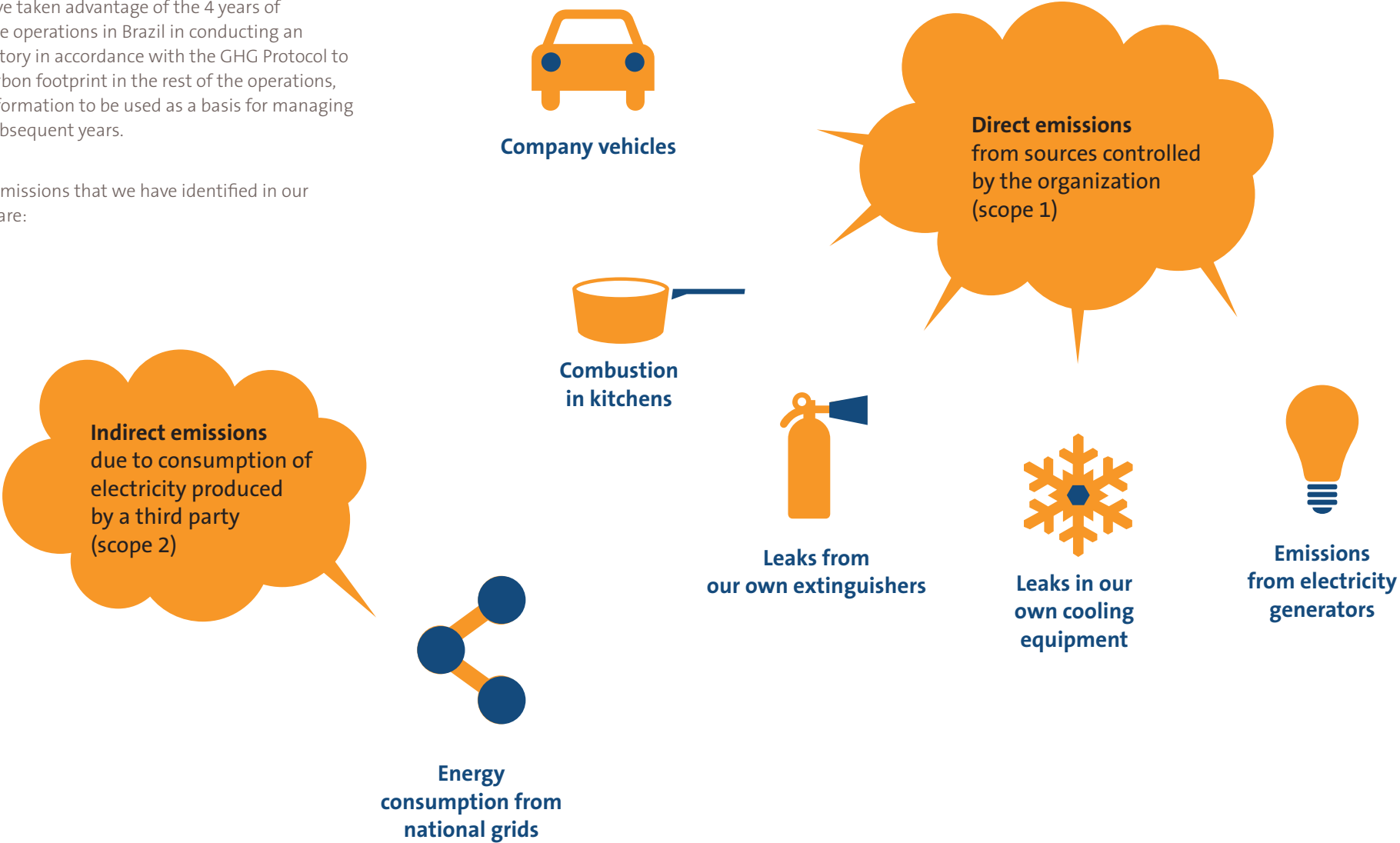
In all cases, the amounts collected are sent to recyclers who return these materials to the consumer circuits.

We have also conducted new awareness campaigns that have made successful collection possible, such as the housekeeping campaign in Brazil for conscientious consumption, which have triggered activities for the reuse of materials that would otherwise be discarded.

Mitigation of climate change EN14, EN18

This year we have taken advantage of the 4 years of experience in the operations in Brazil in conducting an emissions inventory in accordance with the GHG Protocol to measure our carbon footprint in the rest of the operations, allowing this information to be used as a basis for managing reductions in subsequent years.

The sources of emissions that we have identified in our activity centers are:



In later years, we plan to advance in our knowledge and quantification of emissions in scope 3 (remaining indirect emissions as a result of the activities that occur in sources not owned or controlled by Atento).

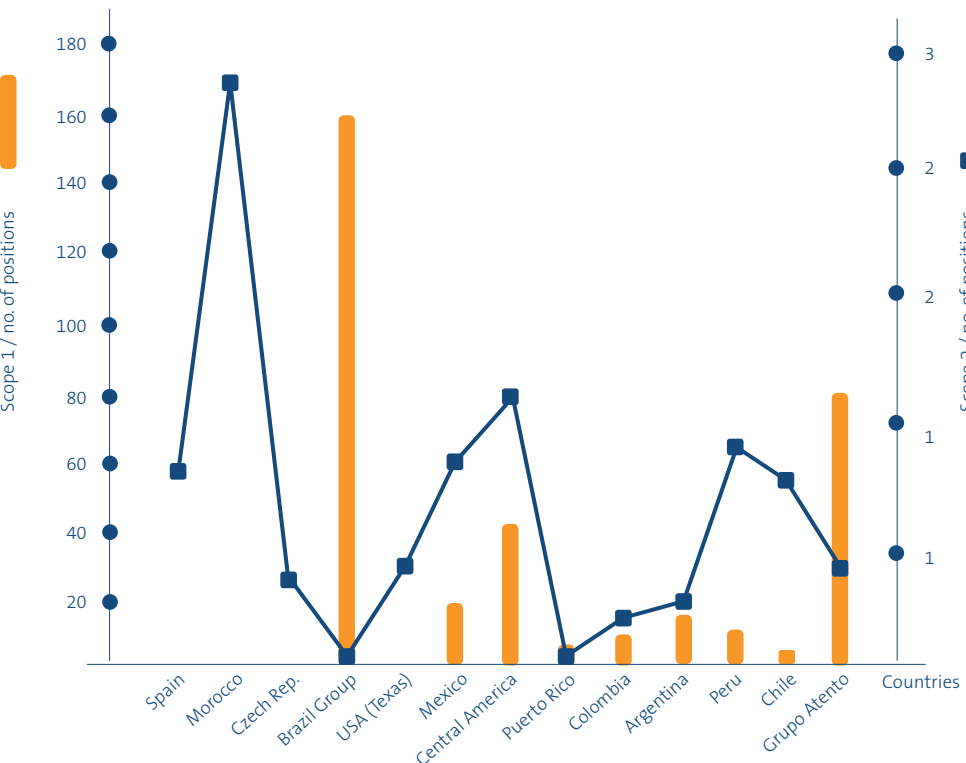
On the other hand, we have joined several initiatives related to awareness of the problem of climate change, such as in Guatemala, where 21 volunteers invested 168 hours to plant 300 trees on the slopes of Mount Cerro Alux, in collaboration with the National Commission for Protected Areas (CONAP).

Remote Presence Technology

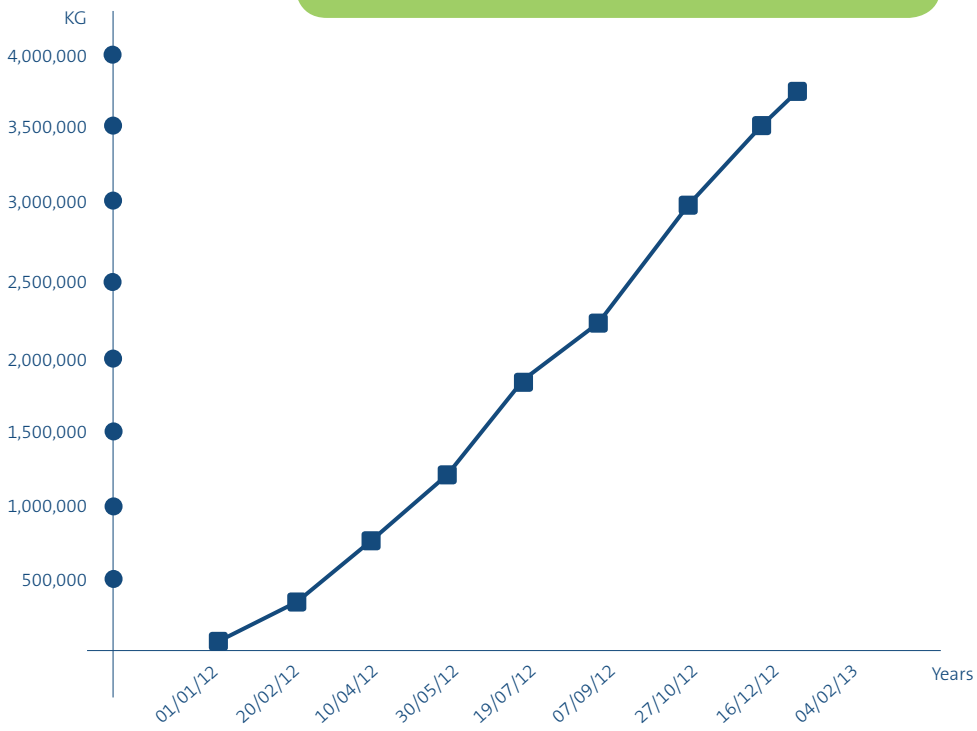
The communications network that we started up in 2011 with 2 remote presence rooms (Madrid and Sao Paulo) and 7 advanced video-conferencing rooms (in Mexico, Argentina, Chile, Colombia, Peru and two more in Madrid) have enabled us to further reduce emissions by avoiding air travel.

Taking a conservative estimate of avoiding one inter-continental trip (round-trip from Madrid to Sao Paulo) for every 10 teleconferences held, the amount of CO2 not emitted as a result of air travel by Atento employees would have been 375 equivalent tons.









CARBON FOOTPRINT BY COUNTRY



CO2 SAVINGS



## Environmental Indicators *EN3, EN4, EN5, EN8, EN10, EN16, EN18, EN28, EN29*

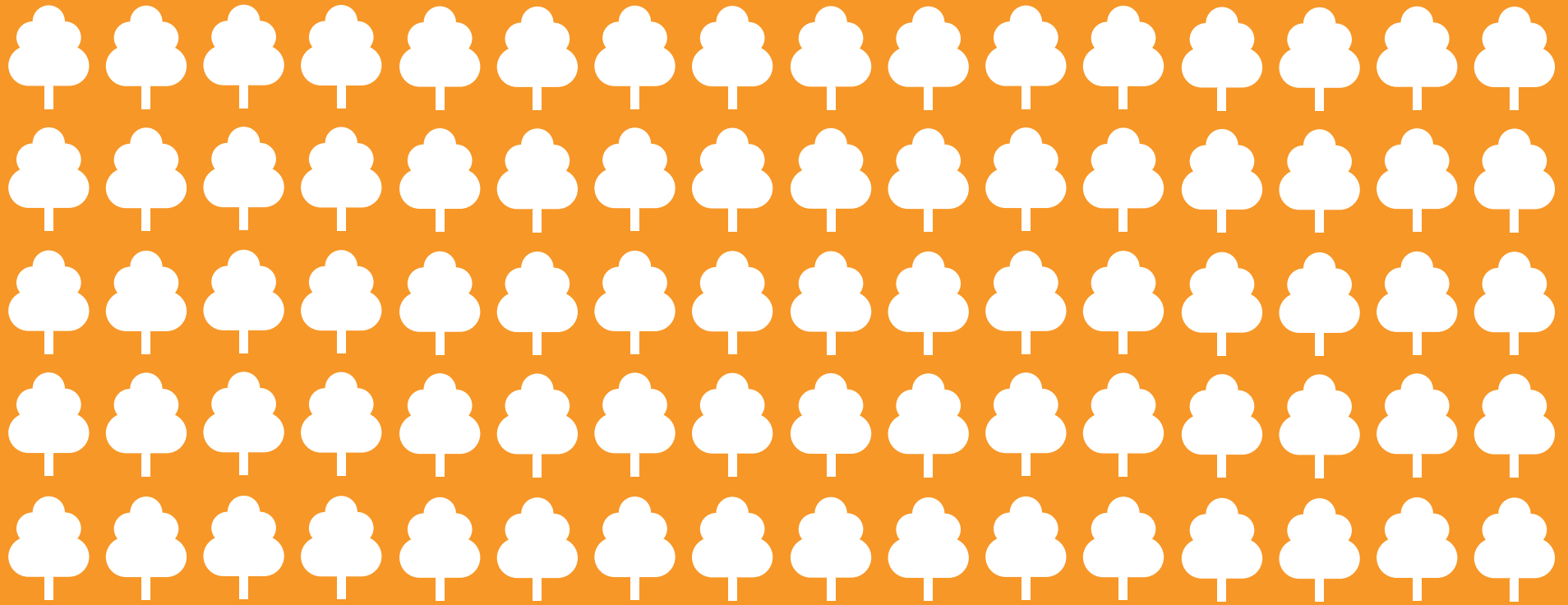
|  |   | 2012                  | Units                    | Var (%) 11 <sup>1</sup> /12 | 2011 <sup>2</sup> | 2010    |
|--|---|-----------------------|--------------------------|-----------------------------|-------------------|---------|
| <br>EN3 - EN4 | Direct energy consumption   | 109.40                | MJ/employee              | 836.6                       | 11.68             | 51.1    |
|  | Indirect energy consumption   | 4,096.98              | MJ/employee              | 10.5                        | 3,709.1           | 3,300.8 |
| <br>EN5       | Energy savings due to conservation and efficiency improvements  | 338.84                | GJ/year                  | 43.6                        | 236.0             | 575.1   |
| <br>EN8       | Total water withdrawal  | 5.65                  | m <sup>3</sup> /employee | 11.7                        | 5.063             | 5.8     |
| <br>EN10      | Total volume of water reused and recycled   | 493 <sup>4</sup>      | m <sup>3</sup> /year     | --                          | --                | --      |
| <br>EN16      | Direct greenhouse gas emissions (Scope 1)   | 26,913.39             | Tons CO <sub>2</sub> eq  | --                          | --                | --      |
|  | Indirect greenhouse gas emissions (Scope 2)   | 36,382.52             | Tons CO <sub>2</sub> eq  | --                          | --                | --      |
|  | Total direct or indirect greenhouse gas emissions   | 63,295.91             | Tons CO <sub>2</sub> eq  | --                          | --                | --      |
| -  | Total greenhouse gas emissions per capita   | 300.91                | Tons CO <sub>2</sub> eq  | --                          | --                | --      |
| <br>EN18    | Reduction of greenhouse gas emissions through company emissions   | 375.0                 | Tons CO <sub>2</sub> eq  | -34.2                       | 570               | --      |
| <br>EN28    | Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations. | 0                     | thousands of €           | --                          | 0                 | 0       |
| <br>EN29    | Greenhouse gas emissions on business trips  | 2,328.59 <sup>5</sup> | Tons CO <sub>2</sub> eq  | --                          | --                | --      |

<sup>1</sup> Without including Venezuela, whose operations remained under the ownership of Telefónica on December 12, 2012.

<sup>3</sup> The figures for Texas and Argentina have been estimated on the basis of consumption in other countries in their respective regions.

<sup>4</sup> This data corresponds to Atento Peru non-branch.

<sup>5</sup> Data corresponding to air travel, excluding Atento Brazil.



IN GUATEMALA ATENTO  
VOLUNTEERS PLANTED OVER  
**300 TREES IN A PROTECTED AREA**

## 07. Appendices

## 07. Appendixes | Who We Are

Atento's management seeks to achieve greater proximity and a better knowledge of its clients' business through high service levels and by providing value-added services and more flexible solutions designed to cater to the clients' needs.

### Who We Are

We are known for seeking excellence in every interaction, so we have adapted our portfolio of solutions to enable each contact with end users to become a business opportunity for our clients.

Our operations are grouped into four regions:

- Brazil.
- EMEA, grouping together our businesses in Spain, France, the Czech Republic and Morocco
- North and Central America, comprised of our operations in Mexico, the United States (Texas and Puerto Rico), El Salvador, Guatemala and Panama.
- South America, including Argentina, Colombia, Peru, Chile and Uruguay.

With over 150,000 employees, we are one of the leading generators of employment in the communities we operate in. The training and commitment of our team has allowed us to build up a portfolio of more than 550 satisfied clients, who are themselves leaders in various sectors such as telecommunications, finance, insurance, technology, public administrations, utilities, healthcare, and the transport and automotive sectors, among others.

### Our Strategy

In 2012, Atento adopted the vision of "being the most admired company in the sector by our clients, employees, shareholders and society". With this vision, we have reformulated the strategy that has become based on three pillars: sustainable growth, improved margins and a committed team.

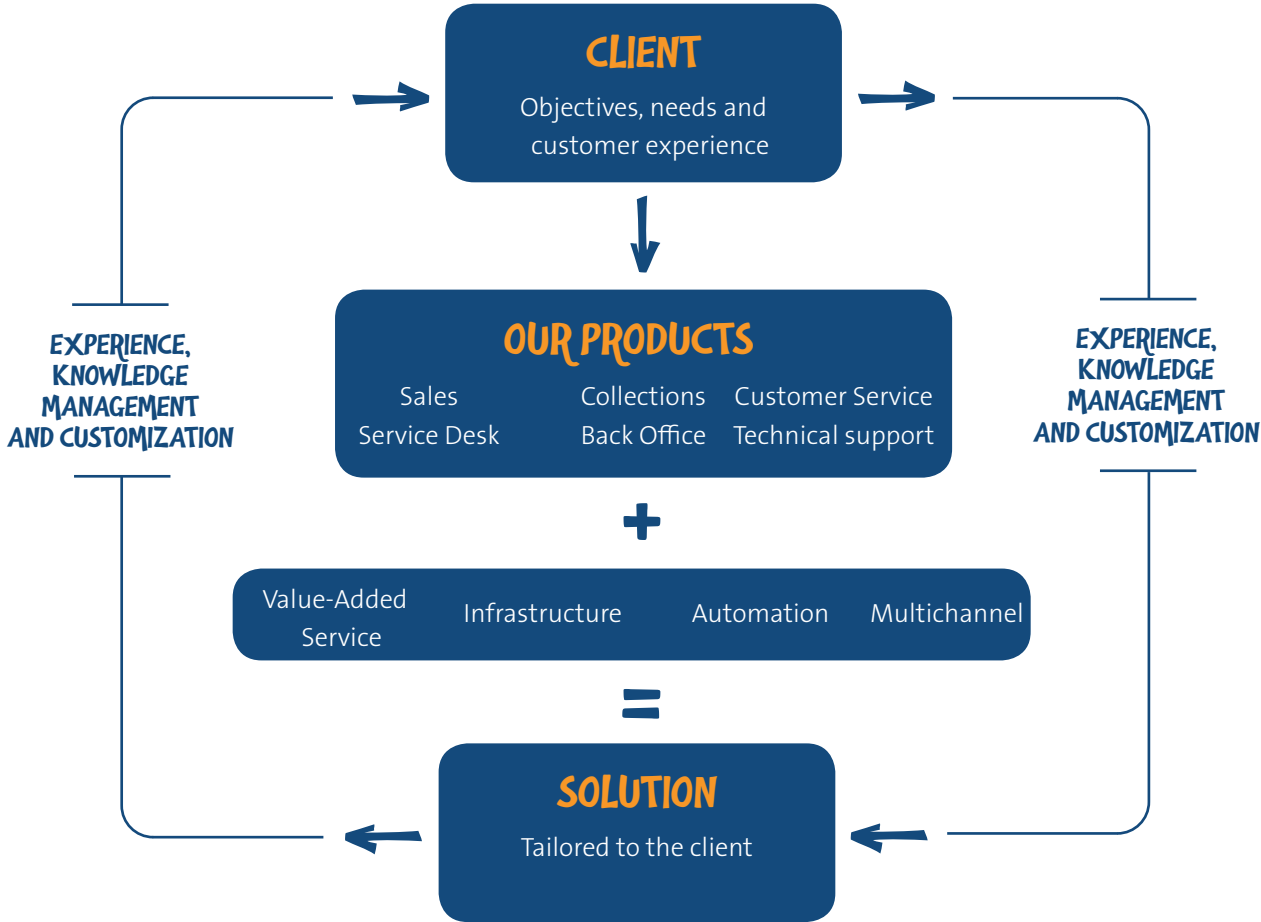
- Sustainable growth: we focus on growing with the current clients in local markets, specifically in the telecommunications and financial sectors, growing with new clients in the same sectors and developing global accounts through a more competitive offering of products and services.
- Improved margins: one of the fundamental premises on which Atento management is based is the continual improvement of its operating and business processes, to fine tune processes and tools for greater efficiency and agility. To achieve this, Atento has processes in place that are standardized globally, enabling management to be more flexible, with a higher concentration and delocalization in activities, enhanced productivity and reliability management and information quality.

- Committed team: to guarantee the excellence of our services, we are committed to the development and motivation of our employees as our most important asset. We work to boost pride in belonging, reinforcing the Atento values and sharing a common identity among our operations to ensure that we always have the best team in the sector.

### Our services

This year we have continued to work to offer the best experience to our clients through a variety of support channels, with a portfolio of services that exceeds their expectations, defining a new paradigm for excellence in client relations.

Our offering enables us to combine products, value-added services and automation tools to generate complete, distinctive solutions.



Customer service

Our solution offers B2C (Business to Consumer) and B2B (Business to Business) support and relations, specialized in each segment, to increase loyalty, create profitability and retain end clients through the use of several channels, intelligence and automation, improving the end client's experience throughout the life cycle.

Sales

We have a comprehensive solution that covers all phases of the sales process - from identifying potential consumers to after-sales actions - we maximize business and we give our clients the best experience.

Based on our business intelligence, we draw up strategies that contribute greater speed and increase the conversion of sales at the lowest price on the market. To do so, the company offers real-time management, which enables greater control over operations and speedier decision-making during the sales cycle.

Back Office

Atento efficiently manages all administration and support services aimed at offering the best solution and the highest yield in the business. This product involves the automation of routine and repetitive tasks, enabling high volume information management and business processes to be undertaken on a permanent basis.

## Collections

Atento uses smart systems to increase credit recovery ratios and to ensure the best debt collection results, employing a debt collection strategy that focuses on bad debt in all its phases and measurement of results for different portfolio types.

## Technical support

We manage the entire service process, requiring technical support of a lesser or greater complexity, delivering a quality service and optimizing the response time for each request, guaranteeing first-call resolution (FCR), promoting greater satisfaction and avoiding unnecessary costs.



## Service Desk

We have developed a unique platform with several channels through which we resolve incidents and respond to requests from employees (B2E, Business to Employee) and suppliers (B2B, Business to Partner).

We provide centralized support and proactive, preventive and remedial actions for our users' demands, from incidents related to information technologies to administrative or HR issues, through the ITIL (Information Technology Infrastructure Library) methodology.

## Multichannel

To help its clients in their interaction, Atento works with channels including the telephone, e-mail, text messages, interactive chatrooms on social networks, video service (APV Web booth) and in-person services.

Through experience and capillarity, we implement the best in-person strategy to cater to the needs of our clients' businesses: Sales, customer service, investigation, quality monitoring, merchandising and debt negotiation.



## Value-Added Services

Value Added Services are services that are complementary to products, such as data analysis, satisfaction surveys and benchmarking which complement our business offering.

Atento has developed methodologies and tools to add intelligence to its clients' businesses, learning consumer profiles and market expectations in order to make decisions with additional insight, improving the clients' experience.

## Automation

Automation tools support the offering by generating greater productivity, economies of scale and, as a result, a reduction of costs for the clients. Examples include sending text messages, telephone messages, mailing enrichment, the e-mail and fax solution, integrated voice response (IVR) on the voice recognition platform and predictive markers.

The dashboard solutions, an interactive management panel that helps promote smart and swift decision-making, have been approved, in addition to enrichment by ZIP code, known as geo-enrichment.



# 07. Appendixes | Corporate Governance LA13

On December 12, 2012, Telefónica formalized the sale of Atento to a group of companies controlled by the American fund Bain Capital. With this sale, Atento Inversiones y Teleservicios S.A.U. remains under the ownership of Telefónica S.A., but most of its assets and liabilities have been transferred to Atento Spain Holdco S.L.U., which is now the new Spanish flagship company of Grupo Atento. One of the assets that was not included in the transaction was Atento's activities in Venezuela, which, as a result, have been excluded from this report.

As regards Atento Holding, it has an administrative body comprised of four joint and several administrators, although future modifications are being analyzed. In general, the business and corporate governance structure will be consolidated throughout 2013, and it will be possible to offer more information in the next CSR Report. Until it was sold to Bain Capital, Atento had a Board of Directors comprised of 13 members with the following profile:

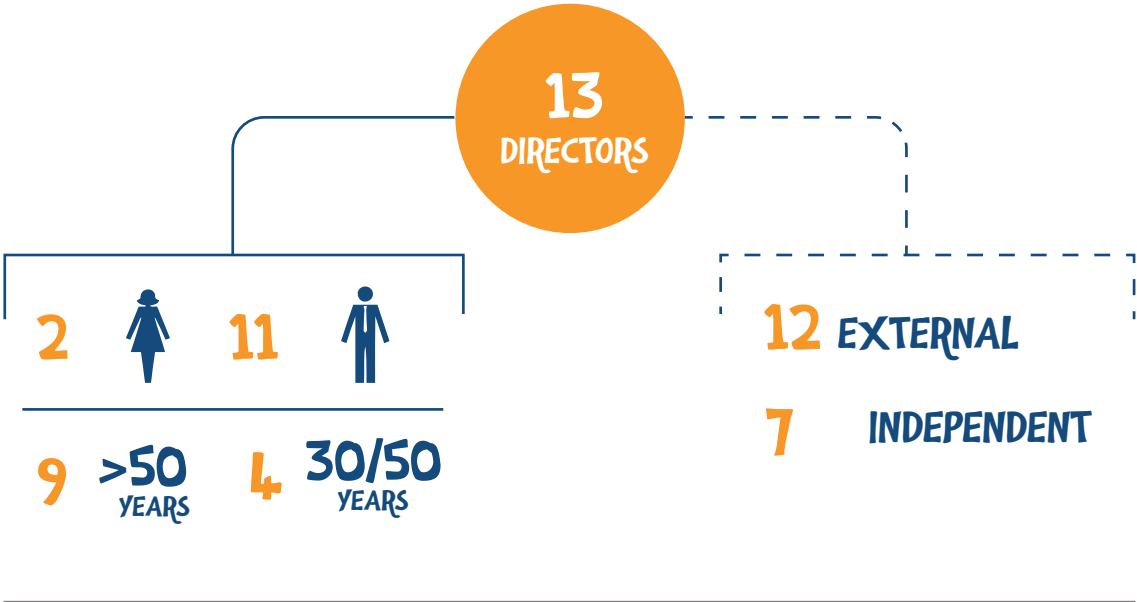
The internal regulations of the Board established the drafting of an Annual Report with complete information on the compensation policy for the company and for the members of the board. This report is subject to a vote at the ordinary general shareholders' meeting. It also included procedures for avoiding conflicts of interest within the Board by which the board members were required to report any situation of conflict, whether direct or indirect.

The company's Good Governance model also included a Delegate Commission made up of 7 members, and three internal commissions as consultative support bodies:

- The Audit and Control Committee supervises the effectiveness of internal control and the risk management systems, as well as financial reporting and everything associated with it.
- The Appointments, Remuneration and Good Governance Committee: informs on any issue related to the committees and the appointments of directors and senior managers, as well as remuneration policies.
- CSR, Sustainability and HR Committee this is primarily responsible for managing the company's corporate reputation and responsibility, as well as ensuring smooth labor relations.

The Board is notified of all developments in the committees, and must ratify and give final approval on all decisions. This committee bases its actions on the good governance recommendations assumed by the company in force at the time.

In line with current legislation, the ordinary general meeting of shareholders approves the actions of the company's Board of Directors once a year.



Following the sale of Atento to a group of companies controlled by the American fund Bain Capital in December 2012, the Board of Directors was disbanded and replaced by four directors with authority to represent the company acting alone.

## 07. Appendixes | Awards and recognition

The following lists some of the awards and recognition we received in 2012. We would like to share these successes with everyone at Atento who has made them possible.

### Major awards

- Numerous Atento operations were recognized by the Great Place To Work (GPTW) Institute as being among the Best Workplaces. At regional level, for multinationals in Latin America (22nd place), Central America and the Caribbean (3rd) and Europe (17th). At national level, in Colombia (1st), El Salvador (1st), Spain (2nd), Peru (2nd), Puerto Rico (2nd), Mexico (5th), Argentina (5th), Guatemala (6th), Uruguay (6th) and Brazil (several local rankings).
- Socially Responsible Company Award (ESR), given by the Mexican Center for Philanthropy (CMEEFI) and the Alliance for Social Responsibility (AliaRSE) to our operations in Mexico, El Salvador, Guatemala and Peru.
- 6 Amauta Awards given by the Latin American Direct and Indirect Marketing Association (ALMADI) for Atento in Argentina (a Gold in the B2B Customer Service B2B category and a Silver in Sales Campaigns and Programs, B2C), Atento in Mexico (two silvers in Sales Campaigns/Programs B2C and Customer Service B2C, a Bronze for Customer Service B2C) and Atento in Uruguay (a Silver in Customer Service B2C).
- Awards for Business Excellence from Grupo Dirigentes 2012 in the category of Social Commitment for Atento in Spain, for “its employment training programs”.



## 07. Appendixes | About the report

This Atento CSR Report covers Atento's CSR and sustainability performance over the course of 2012 (coinciding with the company's fiscal year).

### Base parameters

In scope, the report covers all the countries where Atento operates through subsidiary companies in which it holds a majority interest. Initiatives relating to clients, employees, suppliers, society and the environment apply to the subsidiaries or countries stated in each case.

Through our commitment to transparency and continuous improvement, we are continuously striving to improve the quality of our annual sustainability reporting. External verification of our performance and underlying processes by an independent auditor provides us with opportunities to improve.

Some of the main differences with respect to the Atento 2011 report include:

- The change of shareholders and separation of operations in Venezuela, which are no longer within Atento's sphere.
- The effort to continue increasing the number of indicators reported, primarily this year as regards measuring our carbon footprint.

| Level of application of the report |  | C  | C+                                  | B   | B+                                  | A   | A+                                  |
|------------------------------------|--|--|-------------------------------------|---|-------------------------------------|---|-------------------------------------|
| Basic content                      | Profile Information according to G3<br><b>PRODUCT</b>  | Report on:<br>1.1<br>2.1 - 2.10<br>3.1 - 3.8, 3.10 - 3.12<br>4.1 - 4.4, 4.14 - 4.15                            | External verification of the Report | Report on all criteria listed in Level C, in addition to:<br>1.2<br>3.9, 3.13<br>4.5, 4.13, 4.16 - 4.17   | External verification of the Report | The same requirements as for Level B  | External verification of the Report |
|                                    | Information on the Management Focus according to G3<br><b>PRODUCT</b>  | Not necessary  |                                     | Information on the Management Focus for each Indicator Category   |                                     | Information on the Management Focus for each Indicator Category   |                                     |
|                                    | Performance Indicators according to the G3 & Performance Indicators for Sector Supplements<br><b>PRODUCT</b> | A minimum of 10 performance indicators and a minimum of one for each area: Economic, Social and Environmental. |                                     | A minimum of 20 performance indicators and a minimum of one for each area: Economic, Environmental, Human Rights, Labor Practices, Society, Product Responsibility. |                                     | Report on each primary indicator and on the Sector Supplement indicators* according to the principle of materiality, whether reporting on the indicator or explaining its omission. |                                     |

\*\* The performance indicators may be selected from any finalized Sector Supplement, but 7 of the 10 must come from the original GRI Guide to Drafting Sustainability Reports.

\*\*\* The performance indicators may be selected from any finalized Sector Supplement, but 14 of the 20 must come from the original GRI Guide to Drafting Sustainability Reports.

\* Final version of the Sector Supplement

Principles applied

The GRI G3.1 guidelines were followed in preparing this report, both in terms of defining the content and in ensuring the quality of the information.

The principles taken into account in defining the content were:

**Materiality:** The information in the report should cover issues/ indicators that reflect the organization's significant economic, environmental, and social impacts or that would substantially influence the assessments and decisions of stakeholders.

The content of the Atento report includes the economic, social and environmental impacts determined as material, based on the internal analysis of relevance carried out and then checked in dialog panels with various stakeholders. Other ongoing dialog processes with stakeholders, consultations with sustainability experts and relevant reports and publications were also used in determining relevance.

· **Stakeholder participation:** The reporting organization must identify its stakeholders and explain in the report how it has

responded to their reasonable expectations and interests.

An analysis of our stakeholders was conducted in 2010, and they were then prioritized according to two general criteria: their impact on Atento's strategic objectives and the particular characteristics of each stakeholder (based on criteria such as legitimacy or urgency).

This analysis identified five priority stakeholder groups (clients, employees, shareholders, social agents and the media) and a further five of lesser priority (public administrations, the third sector, suppliers, society in general and competitors).

There are a range of specific and general channels for communication with these stakeholders, with this report being an example of one of these.

In order to make the report easier to read and the information in it more accessible, its content has been structured into actions primarily aimed at three stakeholder groups (clients, employees and suppliers), with a further two chapters on social and environmental initiatives aimed at all the groups.

· **Sustainability context:** The report must present the organization's performance in the wider context of sustainability.

Atento is sensitive to its stakeholders' demands, and in this report we have described our work to achieve sustainability in the wider context, always using the available objective information to evaluate actions in the countries where we operate.

**Exhaustiveness:** coverage of the material issues and indicators and definition of the report boundary must be sufficient to reflect significant economic, environmental and social impacts, and enable stakeholders to assess the reporting organization's performance.

In its scope, this report includes the economic, social and environmental impacts that Atento has identified through management and consultation processes with its stakeholders, reflecting the company's full performance in an exercise of transparency.

Where performance indicators are given, we have tried, wherever possible, to include the figures from the year before to facilitate comparison and highlight trends. In the 2011 values, we have removed the indicators for Venezuela to facilitate the comparison of the geographic scope of Atento's current operations.

Priority Stakeholder

Communication channels

|               | Specific  | General  |
|---------------|---|--|
| Clients       | Satisfaction survey<br>Complaints/Claims  | Web page (www.atento.com)<br><br>Specific e-mail address<br>responsabilidadcorporativa@atento.es<br><br>Successive CSR reports |
| Employees     | Labor climate surveys<br>Institutional communication channels<br>Atento Rally Program<br>Suggestion box<br>Complaints channel |  |
| Shareholders  | Board of Directors meetings   |  |
| Social agents | Periodic meetings<br>Joint Negotiation Bodies   |  |
| Media         | Press releases<br>Other (forums, presentations, etc.)   |  |

## GRI tables - I/V.

| GRI sect.   | Description  | Report chapter | Page             |
|-------------|--|----------------|------------------|
| <b>1</b>    | Strategy and analysis  |                |                  |
| <b>1.1</b>  | Statement from the most senior manager on the relevance of sustainability to the organization and its strategy | 0              | 4 - 5            |
| <b>1.2</b>  | Description of key impacts, risks and opportunities  | 1, 5 and 6     | 10-11, 42 and 47 |
| <b>2</b>    | Organizational profile   |                |                  |
| <b>2.1</b>  | Name of the organization   | 2 and 8        | 15 and 56        |
| <b>2.2</b>  | Primary brands, products, and/or services  | 8              | 53 - 55          |
| <b>2.3</b>  | Operational structure  | 8              | 56               |
| <b>2.4</b>  | Location of the organization's headquarters  | 0              | 6                |
| <b>2.5</b>  | Countries where the organization operates  | 0              | 6                |
| <b>2.6</b>  | Nature, ownership and legal form   | 2 and 8        | 15 and 56        |
| <b>2.7</b>  | Markets and services   | 8              | 53 - 55          |
| <b>2.8</b>  | Scale of the organization  | 2 and 8        | 15 and 56        |
| <b>2.9</b>  | Significant changes during the reporting period  | 2 and 8        | 15 and 56        |
| <b>2.10</b> | Awards received in the reporting period  | 3 and 8        | 22 and 57        |
| <b>3</b>    | Report parameters  |                |                  |
| <b>3.1</b>  | Reporting period for information in the report   | 8              | 58               |
| <b>3.2</b>  | Date of previous report  | 1 and 8        | 11 and 58        |
| <b>3.3</b>  | Reporting cycle  | 8              | 58               |
| <b>3.4</b>  | Point of contact for related questions   | 8              | 59               |
| <b>3.5</b>  | Process for defining report content  | 8              | 58               |
| <b>3.6</b>  | Report coverage  | 2 and 8        | 15 and 58        |
| <b>3.7</b>  | Limitations on the scope of the report   | 2 and 8        | 15, 56 and 58    |
| <b>3.8</b>  | Basis for reporting on joint ventures  | 8              | 58               |
| <b>3.9</b>  | Data measurement techniques and the bases of calculations  | 8              | 58               |

## GRI tables - II/V.

| GRI sect. | Description   | Report chapter | Page              |
|-----------|---|----------------|-------------------|
| 3.10      | Effect of any restatements of information provided in earlier reports   | 8              | 58                |
| 3.11      | Significant changes from previous reporting periods   | 2 and 5        | 15 and 58         |
| 3.12      | Table identifying the location of the GRI content   | 8              | 61-65             |
| 3.13      | Current policy and practice with regard to seeking external verification of the report  | 8              | 58                |
| 4         | Governance, commitments and stakeholder engagement  |                |                   |
| 4.1       | Governance structure of the organization  | 8              | 56                |
| 4.2       | Indicate whether the chair of the highest governing body is also an executive officer   | 0              | 4 - 5             |
| 4.3       | Members of the highest governing body that are independent and/or non-executive members   | 8              | 56                |
| 4.4       | Mechanisms for shareholders and employees to communicate with the highest governing body  | 8              | 58                |
| 4.5       | Connection between compensation for members of the highest governing body and the organization's performance                    | 4              | 30                |
| 4.6       | Procedures implemented to avoid conflicts of interest in the highest governing body   | 8              | 56                |
| 4.7       | Process for determining the training and expertise of the members of the highest governing body                                 | 4 and 8        | 28 - 30 and 56    |
| 4.8       | Mission and values statements, codes of conduct and principles for economic, environmental and social performance               | 0 and 1        | 4-5, 8 -12 and 53 |
| 4.9       | Procedures of the highest governing body for overseeing the management of financial, environmental and social performance       | 1 and 8        | 8 and 56          |
| 4.10      | Procedures for evaluating the highest governing body's performance, particularly in financial, environmental and social matters | 4, 8           | 30, 56            |
| 4.11      | Description of how the precautionary approach or principle has been adopted by the organization                                 | 6              | 47 - 50           |
| 4.12      | Externally developed financial, environmental and social principles or programs   | 5              | 39 - 44           |
| 4.13      | Primary associations to which the organization belongs and/or national and international bodies it supports                     | 1 and 5        | 9 and 39 - 43     |
| 4.14      | Stakeholders included   | 1 and 8        | 8 - 9 and 59      |
| 4.15      | Basis for identification and selection of stakeholders  | 1 and 8        | 8 - 9 and 59      |
| 4.16      | Approaches to stakeholder engagement, including frequency of engagement   | 1 and 8        | 8 - 9 and 59      |
| 4.17      | Key concerns and issues of interest that have arisen through stakeholder engagement   | 1 and 8        | 8 - 9 and 59      |

## GRI tables - III/V.

| GRI sect.                      | Description   | Report chapter | Page    |
|--------------------------------|---|----------------|---------|
| <b>Financial dimension</b>     |   |                |         |
| EC3                            | Coverage of the organization's obligations due to social benefits programs  | 4              | 30      |
| EC5                            | Range of ratios between the standard initial salary and the minimum local salary in places where significant operations are undertaken                              | 4              | 34      |
| EC7                            | Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation                                | 4              | 35      |
| EC8                            | Development and impact of investments in infrastructures and the services provided primarily for public benefit through commercial, pro bono or in kind commitments | 5              | 39 - 43 |
| <b>Environmental dimension</b> |   |                |         |
| EN3                            | Direct energy consumption by primary source   | 7              | 50      |
| EN4                            | Indirect energy consumption by primary source   | 7              | 50      |
| EN5                            | Energy savings due to conservation and efficiency improvements  | 7              | 47 - 50 |
| EN8                            | Total water collection by source  | 7              | 50      |
| EN10                           | Total volume of water recycled and reused   | 7              | 50      |
| EN14                           | Strategies and actions implemented and planned for the management of impact on biodiversity   | 7              | 47-50   |
| EN16                           | Total direct and indirect greenhouse gas emissions  | 7              | 50      |
| EN18                           | Initiatives for reducing greenhouse gases   | 7              | 50      |
| EN22                           | Total weight of waste managed, by type and treatment method   | 7              | 47      |
| EN26                           | Initiatives for mitigating the environmental impact of the products and services and the degree to which the impact is reduced                                      | 7              | 49      |
| EN28                           | Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations                            | 7              | 50      |
| EN29                           | Greenhouse gas emissions on business trips  | 7              | 50      |

## GRI tables - IV/V.

| GRI sect.  | Description   | Report chapter | Page      |
|--|---|----------------|-----------|
| <b>Social dimension - Labor Practices and Decent Work Performance Indicators</b> |   |                |           |
| LA1  | Total workforce by employment type, contract and region   | 5              | 34        |
| LA2  | Total number of employee and average employee turnover by age group, gender and region  | 5              | 34        |
| LA3  | Social benefits for full-time employees that are not provided to temporary or part-time employees, by primary activity  | 5              | 27 and 30 |
| LA4  | Percentage of employees covered by collective bargaining agreements   | 5              | 27 and 34 |
| LA6  | Percentage of workers represented on joint Health and Safety Committees   | 5              | 27 and 34 |
| LA6  | Rates of absence, occupational diseases, lost days and number of job-related deaths by region   | 5              | 31 and 35 |
| LA8  | Education programs for workers, families or the community regarding severe diseases   | 5              | 31        |
| LA9  | Health and safety issues covered in agreements with trade unions  | 5              | 35        |
| LA10   | Average hours of training per year per employee by employee category  | 5              | 35        |
| LA11   | Programs for skills management and continuous learning that support the employability of employees and assist them in managing career endings                                 | 5              | 28        |
| LA12   | Percentage of employees receiving regular performance appraisals  | 5              | 35        |
| LA13   | Composition of corporate and workforce governing bodies by gender, age group, belonging to a minority group and other diversity indicators                                    | 5              | 36        |
| LA14   | Salary ratios between men and women   | 5              | 36        |
| LA15   | Percentages of return to work following maternity/paternity leave   | 5              | 36        |
| <b>Social dimension – Human Rights</b>   |   |                |           |
| HR3  | Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained | 6              | 44        |
| HR4  | Total number of discrimination incidents  | 6              | 44        |
| HR6  | Activities identified as involving a potential risk of incidents of child exploitation and measures adopted to contribute to eliminating them                                 | 6              | 44        |

## GRI tables - V/V.

| GRI sect. | Description  | Report chapter | Page                 |
|-----------|--|----------------|----------------------|
| HR7       | Operations identified as a significant risk of becoming a source of episodes of forced or non-consenting work and the measures adopted to contribute to eliminating them   | 6              | 44                   |
| HR11      | Number of complaints related to human rights that have been presented, treated and resolved through formal conciliatory mechanisms   | 6              | 44                   |
|           | <b>Social dimension – Society</b>  |                |                      |
| SO2       | Percentage and total number of business units analyzed with respect to corruption-related risks  | 6              | 44                   |
| SO3       | Percentage of employees trained in the organization's anti-corruption policies and procedures  | 6              | 44                   |
| SO7       | Total number of actions as a result of monopolistic or antitrust practices and their outcomes  | 6              | 44                   |
| SO8       | Monetary value of significant penalties and fines and total number of non-monetary penalties stemming from failure to comply with laws and regulations   | 6              | 44                   |
|           | <b>Social dimension – Product Responsibility Performance Indicators</b>  |                |                      |
| PR2       | Total number of incidents derived from failure to comply with legal regulations or voluntary codes related to the impact of its products and services on health and safety during their life cycle, distributed by result type for the incidents | 3              | 20                   |
| PR3       | Types of information on products and services required by applicable procedures and regulations, and the percentage of products and services subject to such information requests  | 3              | 20                   |
| PR4       | Total number of cases of failure to comply with regulations and voluntary codes regarding information and labeling of products and services, distributed by result type for those incidents  | 3              | 20                   |
| PR5       | Practices related to customer satisfaction, including results of surveys measuring customer satisfaction   | 3              | 19 and 20, 32 and 33 |
| PR6       | Programs related to compliance with laws or commitment to standards and voluntary codes mentioned in marketing communications, including advertising, other promotional activities and sponsorships  | 2 and 3        | 12, 22, 32 and 33    |
| PR7       | Total number of incidents of noncompliance with regulations concerning marketing communications, including advertising, promotion and sponsorship by type of outcomes  | 3              | 20                   |
| PR8       | Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data  | 3              | 20                   |
| PR9       | Cost of significant fines due to failure to comply with regulations related to the supply and use of the organization's products and services  | 3              | 20                   |

## Global Compact

| Areas           | Principles of the Global Compact  | Page  |
|-----------------|---|---|
| Human Rights    | <p><b>Principle 1</b> - businesses should support and respect the protection of internationally proclaimed human rights</p> <p><b>Principle 2</b> - businesses should make sure they are not complicit in human rights abuses</p>   | <p>EC5, LA4, LA6 - 9<br/>LA13 -14, HR 3-7, PR 2,<br/>PR 8<br/>HR 3-7</p>                |
| Employment      | <p><b>Principle 3</b> - businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</p> <p><b>Principle 4</b> - businesses should uphold the elimination of all forms of forced and compulsory labor</p> <p><b>Principle 5</b> - businesses should uphold the effective abolition of child labor</p> <p><b>Principle 6</b> - businesses should uphold the elimination of discrimination in respect of employment and occupation</p> | <p>LA4, HR 3</p> <p>HR 3, HR 7<br/>HR 3, HR 6<br/>EC7, LA2, LA13-14,<br/>HR3-4</p>      |
| Environment     | <p><b>Principle 7</b> - businesses should support a precautionary approach to environmental challenges</p> <p><b>Principle 8</b> - businesses should undertake initiatives to promote greater environmental responsibility</p> <p><b>Principle 9</b> - businesses should encourage the development and dissemination of environmentally friendly technologies</p>   | <p>EN18, EN26<br/>EN3-5, EN8, EN14,<br/>EN16, EN28, PR3-4<br/>EN5, EN10, EN18, EN26</p> |
| Anti-corruption | <p><b>Principle 10</b> - businesses should work against corruption in all its forms, including extortion and bribery</p>  | <p>SO2 - 3</p>  |

## External assurance statement



Free translation of the report on independent review of the 2012 Corporate Social Responsibility Report of the Atento Spain Holdco., S.L.U. originally issued in Spanish. In the event of a discrepancy, the Spanish-language version prevails.

### REPORT ON INDEPENDENT REVIEW OF THE 2012 CORPORATE SOCIAL RESPONSIBILITY REPORT OF THE ATENTO SPAIN HOLDCO. S.L.U.

To the Management of Atento Spain Holdco., S.L.U.

#### Scope of the work

We have reviewed the conformity of the contents of the 2012 Corporate Social Responsibility Report of Atento Spain Holdco., S.L.U. (hereinafter referred to as Atento), for the year ended december 31, 2012, to the Guidelines for drawing up Sustainability Reports contained in the Global Reporting Initiative (GRI), version 3.1 (G3.1).

The preparation and contents of the 2012 Corporate Social Responsibility Report are the responsibility of the Management of Atento, who are also responsible for defining, adapting and maintaining the internal control and management systems from which the information is obtained. Our responsibility is to issue an independent report based on the procedures applied in our review.

We have carried out our review work in accordance with ISAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the International Auditing and Assurance Standard Board (IAASB) of the International Federation of Accountants (IFAC) and with the Procedural Guidelines for reviewing Corporate Social Responsibility Reports of the Spanish Institute of Auditors ("Instituto de Censores Jurados de Cuentas de España").

Our review work has consisted of making enquiries to the Management and the various Atento units that have taken part in the preparation of the 2012 Corporate Social Responsibility Report, and applying certain analytical procedures and sample tests described below:

- Meetings with Atento personnel to ascertain the management approaches applied and obtain the information required for the external review.
- Analysis of processes for gathering and validating the data presented in the 2012 Corporate Social Responsibility Report.
- Review of the actions taken with respect to the identification and analysis of the stakeholders during the year, as well as the coverage, relevance and completeness of the information included in the 2012 Corporate Social Responsibility Report on the basis of Atento's understanding of the requirements of the stakeholder groups.
- Analysis of the conformity of the contents of the 2012 Corporate Social Responsibility Report to the GRI G3.1 Guidelines.
- Review of the information concerning management approaches applied to each group of indicators.
- Verification, through sample-based tests, of the quantitative and qualitative information used in core and specific indicators of the G3.1 Guidelines, both relating to the Global Reporting Initiative (GRI) and included in the 2012 Corporate Social Responsibility Report. Besides, we have verified the appropriate compilation thereof on the basis of the data supplied by the information sources of Atento.

The scope of a review is significantly less than that of a reasonable assurance report. Accordingly, the degree of assurance provided is also lower. The report may under no circumstances be taken to be an audit report.



#### Independence

We have carried out our work in accordance with the independence rules set out in the Code of Ethics of the International Federation of Accountants (IFAC). The work was conducted by a team of sustainability specialists with extensive experience in reviewing such reports.

#### Conclusion

In the annexes of this report, the revised indicators and the scope restrictions of the review are detailed, and the indicators that do not cover all aspects recommended by GRI are identified.

As a result of our work, no issues have come to light that lead us to believe that the 2012 Corporate Social Responsibility Report of Atento contains errors or has not been prepared, in all significant respects, in accordance with the GRI Guidelines 3.1 version (G3.1) for the preparation of Sustainability Reports.

PricewaterhouseCoopers Auditores, S.L.

(Originally signed in Spanish)

M<sup>a</sup>Luz Castilla PorquetPartner

February 10, 2014

## External assurance statement


**Annexes of Independent Assurance Report on the Indicators of Atento 2012 Corporate Social Responsibility Report**
**Annex 1. Core and additional indicators of the GRI – G3.1 Guidelines (Application Level B GRI)**

| Aspect                          | Type       | G3.1 | Description  | Conclusion |
|---------------------------------|------------|------|--|------------|
| <b>Economic Indicators</b>      |            |      |  |            |
| Economic Performance            | Core       | EC3  | Coverage of the organization's defined benefit plan obligations.   | Full       |
| Market Presence                 | Additional | EC5  | Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.   | Full       |
|                                 | Core       | EC7  | Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.                        | Full       |
| Indirect Economic Impacts       | Core       | EC8  | Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement. | Partial    |
| <b>Environmental Indicators</b> |            |      |  |            |
| Energy                          | Core       | EN3  | Direct energy consumption by primary energy source.  | Partial    |
|                                 | Core       | EN4  | Indirect energy consumption by primary source.   | Partial    |
|                                 | Additional | EN5  | Energy saved due to conservation and efficiency improvements.  | Full       |
| Water                           | Core       | EN8  | Total water withdrawal by source.  | Full       |
|                                 | Additional | EN10 | Percentage and total volume of water recycled and reused.  | Partial    |
| Biodiversity                    | Additional | EN14 | Strategies, current actions, and future plans for managing impacts on biodiversity.  | Partial    |
| Emissions, Effluents and Waste  | Core       | EN16 | Total direct and indirect greenhouse gas emissions by weight.  | Full       |
|                                 | Additional | EN18 | Initiatives to reduce greenhouse gas emissions and reductions achieved.  | Full       |
|                                 | Core       | EN22 | Total weight of waste by type and disposal method.   | Partial    |



|   |            |      |   |         |
|---|------------|------|---|---------|
| <b>Environmental Indicators (Cont.)</b> |            |      |   |         |
| Products and Services                   | Core       | EN26 | Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.  | Full    |
| Compliance                              | Core       | EN28 | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.  | Full    |
| Transport                               | Additional | EN29 | Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.       | Full    |
| <b>Social Indicators</b>                |            |      |   |         |
| Employment                              | Core       | LA1  | Total workforce by employment type, employment contract, and region, broken down by gender.   | Partial |
|   | Core       | LA2  | Total number and rate of employee turnover by age group, gender, and region.  | Partial |
|   | Additional | LA3  | Benefits provided to Total-time employees that are not provided to temporary or part-time employees, by major operations.   | Full    |
|   | Core       | LA15 | Return to work and retention rates after parental leave, by gender.   | Full    |
| Labor/Management Relations              | Core       | LA4  | Percentage of employees covered by collective bargaining agreements.  | Full    |
| Occupational Health and Safety          | Additional | LA6  | Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs. | Full    |
|   | Core       | LA7  | Rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by region and by gender.  | Full    |
|   | Core       | LA8  | Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.     | Full    |
|   | Additional | LA9  | Health and safety topics covered in formal agreements with trade unions.  | Partial |

## External assurance statement



| Social Indicators (Cont.)            |            |      |  |         |
|--------------------------------------|------------|------|--|---------|
| Training and Education               | Core       | LA10 | Average hours of training per year per employee, by gender, and by employee category.  | Full    |
|                                      | Additional | LA11 | Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.                         | Full    |
|                                      | Additional | LA12 | Percentage of employees receiving regular performance and career development reviews, by gender.   | Full    |
| Diversity and Equal Opportunity      | Core       | LA13 | Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.         | Full    |
|                                      | Core       | LA14 | Ratio of basic salary of men to women by employee category.  | Partial |
| Human Resources Indicators           |            |      |  |         |
| Investment and Procurement Practices | Additional | HR3  | Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained. | Full    |
| Non-Discrimination                   | Core       | HR4  | Total number of incidents of discrimination and actions taken.   | Partial |
| Child Labor                          | Core       | HR6  | Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.                             | Full    |
| Forced and Compulsory Labor          | Core       | HR7  | Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.     | Full    |
| Remediation                          | Core       | HR11 | Number of grievances related to human rights filed, addressed, and resolved through formal grievance mechanisms.   | Partial |



| Society Indicators                |            |     |  |         |
|-----------------------------------|------------|-----|--|---------|
| Corruption                        | Core       | SO2 | Percentage and total number of business units analyzed for risks related to corruption.  | Full    |
|                                   | Core       | SO3 | Percentage of employees trained in organization's anti-corruption policies and procedures.   | Partial |
| Anti-Competitive Behavior         | Additional | SO7 | Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes.   | Full    |
| Compliance                        | Core       | SO8 | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.   | Full    |
| Product responsibility Indicators |            |     |  |         |
| Customer Health and Safety        | Additional | PR2 | Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes. | Full    |
| Product and Service Labeling      | Core       | PR3 | Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.                                | Full    |
|                                   | Additional | PR4 | Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.                               | Full    |
|                                   | Additional | PR5 | Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.  | Full    |
| Marketing Communications          | Core       | PR6 | Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.                                       | Full    |
|                                   | Additional | PR7 | Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and Sponsorship by type of outcomes. | Full    |
| Customer Privacy                  | Additional | PR8 | Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.   | Full    |
| Compliance                        | Core       | PR9 | Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.  | Full    |

## External assurance statement



### TYPES OF SCOPE OF VERIFICATION CARRIED OUT:

- **Full verification:** Verification of the computation of the quantitative indicators and of the aspects of a qualitative nature, as well as that it has been duly compiled using the information drawn by the different units of Atento Group and external sources of information.
- **Partial verification:** Have not been verified all aspects associated to the indicators stipulated by the GRI version G3.1, since a part of the information only has been provided, for which the calculations of the quantitative and/or qualitative aspects have been verified. In addition, it has been verified that those have been duly compiled using the information drawn by the different units of Atento Group and external sources of information.
- **Not available:** Atento Group does not have the necessary information associated to the indicator in question.
- **Not applicable:** On the basis of the principles of the GRI version G3.1 and of the business of Atento Group, the information associated to this indicator is not applicable.

## Application level check by GRI



### Statement GRI Application Level Check

GRI hereby states that **Atento Spain Holdco, S.L.U.** has presented its report "Social Corporate Responsibility Report 2012" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see [www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf](http://www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf)

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 5 March 2014



Nelmara Arbex  
Deputy Chief Executive  
Global Reporting Initiative



**B+**  
GRI REPORT  
GRI CHECKED

The "+" has been added to this Application Level because Atento Spain Holdco, S.L.U. has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 21 February 2014. GRI explicitly excludes the statement being applied to any later changes to such material.

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2012 Corporate Social Responsibility Report  
[www.atento.com](http://www.atento.com)

ATENTO: