# Corporate Social Responsibility Report 2013

With you we are building a sustainable world



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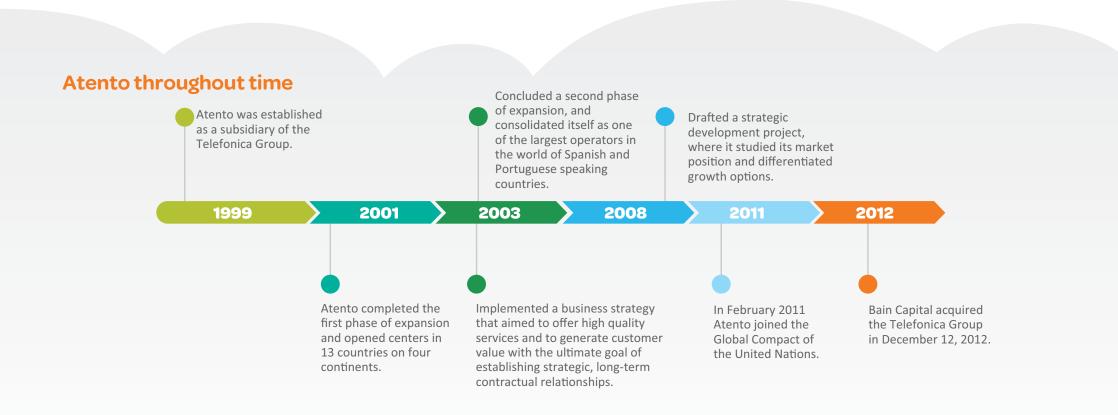


# + Corporate **Information**

# **About Atento**

Atento was founded in 1999 in Madrid, Spain as a provider of CRM BPO for the Telefonica Group. Since then, Atento has significantly diversified its customer base, and after its acquisition in December of 2012, became an independent company. Atento bases its line of business on Customer Relationship Management (CRM), a framework that is part of the model of Business Process Outsourcing (BPO), which involves the contracting

of operations and responsibilities of an specific business to a third party provider. It is characterized by having a back office that includes internal business functions (Human Resources and Finance) and a front office that involves consumer-related services (Contact Center).



# **Our solutions**



# **Technical support**

We make the diagnosis, analysis and remote resolution of technical problems.



## **Back Office**

Automation of routine tasks, enabling high volume information management and business processes of sales and technical support.



# Credit. risk and collection

Effective management of bad debts at different stages, and various types of portfolio solutions and customer profiles.



# **Customer support**

Management of incoming calls, providing information, taking requests and complaints relating to our services and solutions.



### Service Desk

Provides the ability to manage and resolve various incidents and requests for employees and suppliers through the best market practices of the ITIL (Information Technology Infrastructure Library) methodology.



### Sales

Contemplates from the identification of potential consumers to post sale shares.



During 2013, no incidents were presented by any kind of default or fines related to health and safety impacts for the use of our services as well as regulations regarding the use and provision of services that could cause fines. Additionally, we have ongoing dialogue channels through which we communicate with our stakeholders to provide treatment to any concerns about our services.

# Atento around the worldv



# Governance

Atento has a defined strategy and its own business model with a success story of almost 15 years. The company benefits from the knowledge acquired by its management team, which holds a solid experience in the sector that has allowed Atento to develop an efficient methodology and establish lasting contractual relationships with customers. The management team members have played key positions in the sector and have proven their operating skills, and how it has supported business growth over the past decade.

| Name                    | Age | Position                                    |
|-------------------------|-----|---|
| Alejandro Reynal        | 41  | Chief Executive Officer                     |
| Mauricio Montilha       | 50  | Chief Financial Officer                     |
| Reyes Cerezo            | 49  | Legal and Regulatory Compliance<br>Director |
| Iñaki Cebollero         | 43  | Human Resources Director                    |
| Michael Flodin          | 50  | Operations Director                         |
| Mariano Castaños        | 42  | Chief Commercial Officer                    |
| Nelson Armbrust         | 50  | Brazil Regional Director                    |
| Miguel Matey            | 42  | North America Regional Director             |
| Juan Enrique Gamé       | 53  | South America Regional Director             |
| José María Pérez Melber | 42  | EMEA Regional Director                      |

For more information on the profile of our Directive Committee: http://www.atento.com/es/guienes-somos/comite-de-direccion/

# **Board of directors**

Atento's Board of Directors is composed of 3 Counselors and Secretary:

- Devin O'Reilly (President)
- Mark Nunelly (Counselor)
- Alejandro Reynal Ample (Delegate Counselor)
- Reyes Cerezo Rodríguez-Sedano (Secretary)

To promote good governance within company, the Board of Directors relies on two committees of internal character that work as advisory bodies. The Boards of Directors will be notified of everything that happens within the committees, to which corresponds the ratification and final approval of any decision. The Board has ensured that its course of action complies with the Good Governance. The Council has its own rules of operation in which their obligations are established, the agreements that must go through approval as well as the general rules for operation.

On an annual basis, and in accordance with applicable law, the ordinary general meeting of shareholders must approve the management of the board of the company.

# Internal Committees

- Audit and Risk Committee: monitors the effectiveness of internal control and risk management systems, financial reporting and everything related to it.
- Compensation and Benefits Committee: reports on any matter related to commissions and designation of directors and senior management and remuneration policies.
- Compliance Committee: initially established as a sub-committee of the Audit and Risk Committee, is responsible for ensuring compliance with the rules, policies and procedures in the Atento group. Its main function is to assist the Audit Committee matters in compliance with these policies, standards and procedures.

# **Principles of action**

In Atento, we have taken a number of business principles applicable to all employees. The directors, managers and supervisors are responsible for sharing the principles of action with their teams and avoid any conflict of interest. If a situation arises, it is the responsibility of each employee to report the actions or situations that violate the Principles of Action throughout the channel for complaints. All this information is detailed in the Anti-Corruption Policy elaborated this year.

# Compensation of Directors and Executives

The objectives of our compensation policies and programs seek to attract, motivate, reward and retain key talent through effective approaches and an attractive offer to strengthen the executive responsibility and reward the achievement of business results. Certain elements of compensation have been the product of negotiations between executives and our General Director and/or Board of Directors.

During 2013, the total remuneration paid to our executive officers was \$7.9 million (USD dollars); furthermore, the total benefits amounted to \$0.4 million (USD dollars). Currently, we have not provided additional compensation to the executives for their services as directors or members of committees of the Board.

# **Risks**

Our Board of Directors is currently responsible for the risk management process supervision. This process it's centered on the general management strategy and the most significant risks that Atento faces; it also assures that these strategies for risk mitigation or elimination are implemented by the Direction of the company.





# +Letter from the CEO of Atento

Dear friends,

I am pleased to present another year the Atento's Corporate Social Responsability Report, a document with which we want to approach you to the sustainability in our company, which we live and articulate through our daily relationship with each of our stakeholders. For this reason, this annual CSR report summarizes the impact that our company has had in the whole society in 2013 by generating value for our employees, shareholders and the communities in which we operate.

Since 2011 Atento joined the Global Compact of the United Nations. Thus, our strategies and operations are committed to enforcing the ten principles of the Pact as reflected in this report. In Atento we are convinced that the adherence and commitment to the Global Compact of the United Nations helps us to consolidate as a socially responsible company.

In 2013, we began an important stage in the history of Atento hand in hand with Bain Capital as a new shareholder. This stage is characterized by the opportunities and challenges through which we reaffirmed the spirit of growth that has distinguished us since our beginning and has helped us to develop the immense potential of our company as independent. This vision, shared by Bain Capital and all of us at Atento, laid the foundation of our first year as an independent entity of Telefonica and since then, is a source of inspiration for the development of our economic and social activity.

In terms of the statement of our identity, Atento undertook a review of its mission, company values, leadership standards and principles of action in which a representation of employees from different regions and functions participated actively. The result was a renewed mission of the company, where we seek to contribute to the success of businesses, ensuring the best experience for their customers through our commitment, integrity, building trust and passion to be better every day.

As a result of our commitment to the Global Compact, Atento has shown great progress on human rights, environmental initiatives, anticorruption policies and especially improved labor standards. Thanks to our employees' commitment for the third consecutive year, overall satisfaction rate of our customers exceeded 80% in 2013. During the past year, we have strengthened our commitment, by the development, training and motivation of the people who are part of Atento. Through this effort we have increased the level of satisfaction of employees up to the 81%. Atento has been recognized as one of the 25 Best Companies to Work for in the world by Great Place to Work Institute; the only company in its sector with the position in this ranking.

In 2013 we started with a firm stand a new stage to become a more committed and capable company to generate value for its stakeholders and society as a whole. Due to the fact that CSR is a recognized priority for Atento, we reiterate our commitment to the Global Compact of the United Nations.

I want to thank the more than 155,000 people who are part of Atento, with their commitment, enthusiasm and daily efforts they have contributed to the achievement of this goal. Thanks also to our customers that day by day trust Atento to manage their most precious relationships. This trust allows us to continue growing, innovating and discovering new ways to add value to the relationship between brands and consumers. Thanks, finally, to all who share our daily work and commitment to making the society in which we live a more sustainable world.

**Alejandro Reynal** 

CEO of Atento



# +About the report

This report contains the performance in corporate social responsibility and sustainability of Atento throughout the calendar year 2013. Its production has followed the guidelines of the GRI G3.1, both to define the content and quality assurance information.

# About the social responsibility reports of Atento

In 2011, Atento joined the Global Compact and since 2008 has elaborated reports with the Global Reporting Initiative methodology, starting with the application level of C and in its latest global emissions in 2012 obtaining a B+.

**Application Level** 2008 C 2009 С B+ 2010 2011 B+ 2012 B+

The scope of this report covers all countries where Atento operates. The initiatives directed to customers, employees, suppliers, society and the environment are applicable to subsidiaries or countries indicated in each case.

Among the differences from CSR 2012 Report, note that an increase of 16 indicators was reported this year.

| Application Level Summation:                           | B+<br>GRI Atento (2012) | B+<br>GRI Atento (2013) |
|--|-------------------------|-------------------------|
| Profile disclosure                                     | 32 indi                 | cators                  |
| Performance indicators<br>Economic                     | 46<br>4                 | 62<br>9                 |
| Principal Additional  Environmental                    | 3<br>1<br><b>12</b>     | 7<br>2<br><b>15</b>     |
| Principal Additional  Labor practices and  decent work | 7<br>5<br><b>14</b>     | 10<br>5<br><b>14</b>    |
| Principal Additional<br><b>Human Rights</b>            | 9<br>5<br><b>5</b>      | 9<br>5<br><b>9</b>      |
| Principal Additional<br><b>Society</b>                 | 4<br>1<br><b>4</b>      | 8<br>1<br><b>7</b>      |
| Principal Additional Product Responsibility            | 2<br>2<br>8             | 5<br>2<br><b>8</b>      |
| Principal Additional                                   | 3<br>5                  | 3<br>5                  |

# Our Corporate Social Responsibility

Corporate Social Responsibility Report





# +Our

# **Corporate Social Responsibility**

# **Our principles**

All Atento's activities are based on four principles: Honesty and Trust, Integrity, Legality and Human Rights.

These principles are transversal to the company and function as the guidelines for the three Corporate Social Responsibility pillars:

- 1. Employees: selecting, training and developing the best talent in the market, committing them to improve the working environment as a way to ensure the satisfaction of customers and users.
- 2.Responsible Citizenship: through the corporate volunteer program, people are able to reach their full potential to become active members of their communities and sustainable growth engines. In addition, Atento promotes the integration of minorities and groups with difficult access to employment.
- 3.Eco-efficient Awareness: one of the objectives of Atento is to promote the optimal use of natural resources, last trend technologies to minimize carbon footprint and recycle waste, thus promoting greater environmental awareness are used.



# Atento activities are aligned with the principles of the Global Compact of the United Nations

# **Global Compact Principles**

The Ten Principles of the Global Compact are based on Universal Declarations and Conventions applied in four areas: Human Rights, Environment, Labor Standards and Anticorruption.



# **Human Rights:**

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights;

Principle 2: Make sure that they are not complicit in human rights abuses.

Atento complies with the Global Compact since it potentiates talent and supports the careers of its individual employees. Employees are treated with dignity and are paid fairly and equitably. Thus, Atento has a positive approach towards human rights issues that is beneficial both in the workplace, at the local and international community.

Atento is committed to eliminate discrimination through several programs for vulnerable groups such as women, LGBT community, ethnic and migrant groups, young and old. Atento makes the selection of its employees based on their ability to perform the job in question and there is no distinction, exclusion or preference.

# Labor:

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

**Principle 4:** The elimination of all forms of forced and compulsory labor;

**Principle 5:** The effective abolition of child labor;

**Principle 6:** The elimination of discrimination in respect of employment and occupation.

Atento is also committed to supporting freedom of association and the effective recognition of the right to collective bargaining, which refers to the process or activity leading to the signing of collective agreements used to determine the requirements and working conditions.

We reject child labor and violation of the rights of children and adolescents. We don't incorporate into our workforce people below the legal minimum age of employment, or who have not completed obligatory education according to the laws of each country.

# **Anti-corruption:**

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

In 2013, no incidents of corruption were identified in Atento.

In addition to compliance with our Business Principles, we annually renew our commitment to the Global Compact and move forward to implementing its 10 principles to our internal regulations. Since 2011 you can check our Corporate Social Responsibility Reports on the Global Compact website (http://www.unglobalcompact.org). In 2013 we published the information on the Global Compact through the modality of "free format", linking the GRI indicators with the principles of the Global Compact.

# **Environment:**

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: Undertake initiatives to promote greater environmental responsibility;

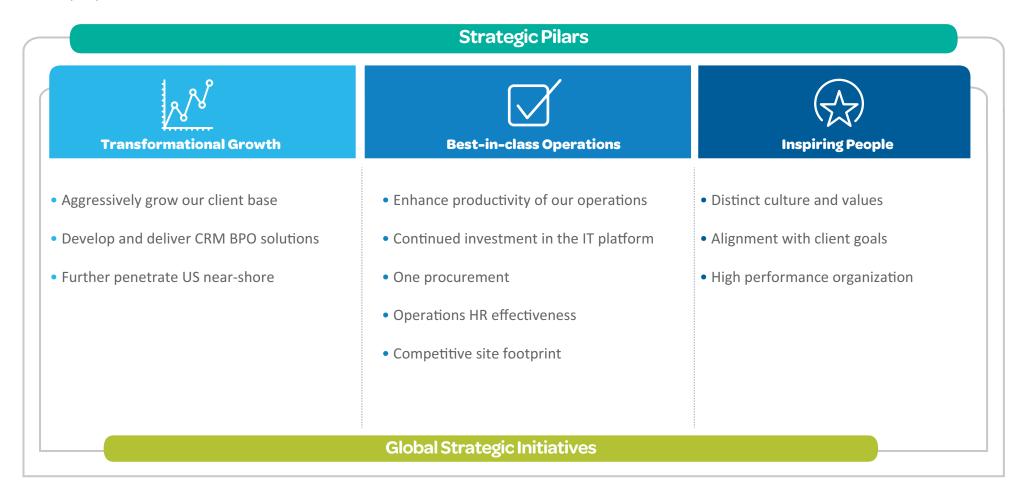
**Principle 9:** Encourage the development and diffusion of environmentally friendly technologies.

Atento has sought to maximize the use of natural resources by incorporating new technologies more friendly to the environment. Among the initiatives, some of the subsidiaries of Atento measure the carbon footprint, saving consumption of electricity, water and electricity, among others. Thus, Atento agrees with the Global Compact through a series of actions that favor the diffusion of technologies that respect the environment.

# **Objectives 2013**

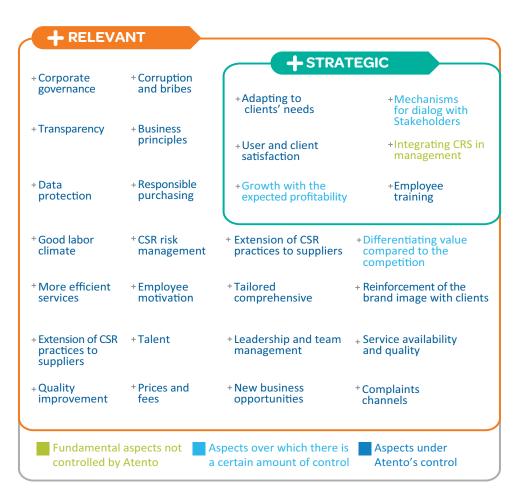
Our main objective is to contribute to the success of our customers, establishing ourselves as their partner of choice by significantly exceeding the expected market growth. We also strive to provide growth for our clients by leveraging our platform and our people as the key tools of quality services. The year 2013 was a year of changes and definition of the objectives and strategies in the short and medium term inside and outside the company.

These are the pillars of our strategy and specific initiatives we set out to achieve our main objective.



# Dialogue with stakeholders

In 2010 we held a diagnosis of our stakeholders and a subsequent prioritization based on two general criteria: their impact on strategic objectives of Atento and the characteristics of each stakeholder. With the aim of identifying our material issues, we conducted a review of the documentation and internal processes that contain relevant elements related to our sustainability efforts.



# What is materiality?

Material information allows stakeholders and management supervisors to make good decisions and actions that influence the performance of the organization. The relevant topics for Atento were defined through a materiality analysis; a methodological process that involves both internal and external audiences in an exercise of classification and analysis of a comprehensive list of sustainability issues, to determine those that are most relevant for Atento. This assessment also helps to identify new opportunities, if they are related to risk mitigation and to diagnose the upcoming trends. Conducting an assessment of materiality helps prioritize new strategies and derive appropriate action plans.

# **Our stakeholders**

| Stakeholders  | Communication channels                |  |
|---------------|---------------------------------------|--|
| Clients       | -Satisfaction Survey                  |  |
|               | -Complaints / Claims                  |  |
| Employees     | -Labor climate surveys                |  |
|               | -Institutional communication channels | Web page   |
|               | -Atento Rally Program                 | (www.atento.com)                                 |
|               | -Suggestion box                       | Annual Corporate Social<br>Responsibility Report |
|               | -Complaints channel                   | F-mail   |
| Shareholders  | -Board of Directors meetings          | - E-maii   |
|               | -Periodic meetings                    |  |
| Social agents | -Donations policy                     |  |
|               | -Joint negotiation bodies             |  |
| Vledia        | -Press releases                       |  |
|               | -Forums, presentations, etc.          |  |



This initiative seeks to celebrate and recognize ideas, business performance, best practices and a commitment to social responsibility.

In 2012 a dialogue panel to discuss sustainability issues with employees was held on Spain to draft the new version of the Global Reporting Initiative Guide. The five aspects that were highlighted from our employees in Spain were:

- Employment practices
- Economic performance
- Equal pay
- Education and training
- Customer privacy

Looking to the year 2013, in addition to achieving the objectives of employee satisfaction (80%) and customers (82%), Atento resumed the non-accomplished objective in 2012 to consolidate the recognition of social responsibility actions of the subsidiaries.

In 2013 the Atento Awards initiative was created, which seeks to promote and celebrate excellence in all aspects of the business activities of the company, encouraging healthy competition within the company on a global level. This initiative seeks to celebrate and recognize ideas, business performance, best practices and a commitment to social responsibility.

The Atento Awards initiative was first implemented in 2013 and included the participation of 11 countries with initiatives ranging from direct care to the community to certifications related to social responsibility.

# Economic performance

Corporate Social Responsibility Report



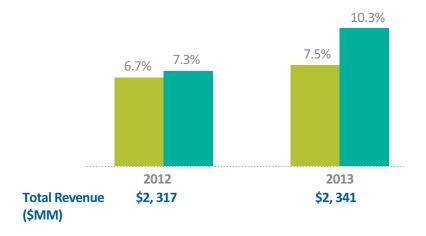




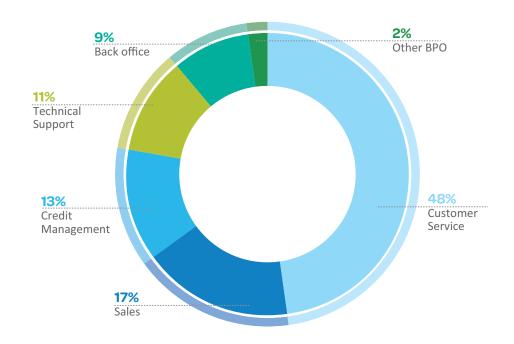
# **Economic performance**

In 2013, approximately 53% of the profits of Atento were produced by the telecommunications sector, 35% came from financial services and 13% from the multi-industry clients.

|                          | 2013        |
|--------------------------|-------------|
| Total Revenues           | \$2, 341 MM |
| % YoY Constant FX Growth | 7.5%        |
| Adjusted EBITDA          | \$295 MM    |
| % YoY Constant FX Growth | 16.9%       |
| % Margin                 | 12.6%       |



# Service revenues divided by Brazil, Mexico and Spain in 2013



By the end of 2013, 33% of our revenue was derived from America, excluding Brazil with 51.5%; it is for this reason that we intend to further develop and expand our facilities in America and Brazil. Our operations in America are subject to various risks related to economic and social conditions, policies of the countries in which we operate, including risks related to the following:

- Inconsistent regulations, legal requirements and licensing that may increase our operating costs.
- The currency can be devalued; monetary restrictions may be imposed or other restrictions on the movement of funds.
- The effects of inflation and currency depreciation may lead some of our subsidiaries to require a mandatory recapitalization.
- Governments can expropriate, nationalize assets or increase their participation in society.
- Governments may impose burdensome regulations, taxes or duties.
- Policy changes may affect the business environment in which we operate.
- The economic crisis, political instability and civil unrest, may negatively affect our operations.

In recent years, global economic and market conditions, including Latin America, have presented volatility and an increased risk perception, leading to tighter credit conditions. The results of operations may directly affect the level of business activity of our customers, which in turn may affect the level of economic activity of our company.

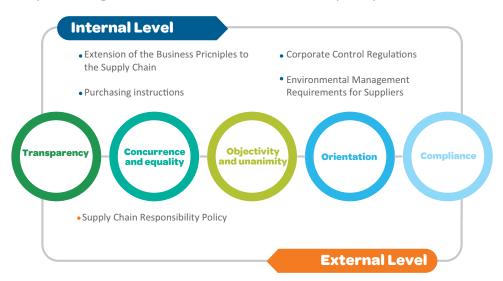
# Responsible purchasing

Suppliers who want to register in our purchasing platform must accept the established Principles of Action and the Supply Chain Accountability Policy, as well as assuming minimum sustainability requirements regarding::

- The absence of child labor.
- The absence of situations of forced labor.
- The lack of working conditions hazardous to life or inhumane treatment of workers at work

# **Purchasing model**

The purchasing function of Atento is based on the principles of:



Since 2013, a new purchasing policy was established which states that each country may develop regulatory documents of a lower rank, that develop and adapt the specifications contained in this corporate standard to the peculiarities of the country, but in no case should contradict or exceed the limits given in it. There are no restrictions for countries to take service from the outside, although it was identified that 92% of the requested services are local suppliers. The criteria for the award of a procurement values favorably specific CSR recognitions like: ISO 26000, ISO 14000, ISO 9000, GPTW, signing the Global Compact, developing a Sustainability Report and others; positive discrimination in social providers (organizations that work to promote inclusion in the labor market of people at risk of social exclusion) or fair trade.

# **Customer satisfaction**

The aim of Atento is to build lasting relationships with its customers and be perceived by them as a strategic partner and not just as a service provider. Atento's management aims to achieve closer and better understanding of the business of our customers with high quality, adding value to services and flexible solutions capable of adapting to their needs.

We offer a broad portfolio of customizable and scalable services that integrate user applications and background services including sales, application processing, customer service and credit management. Our services and solutions are delivered through multiple channels, including digital (SMS, email, chats, social networks and applications, among others) and voice services, that are enabled by designing processes, technology and intelligence functions.

# Our main clients:



Atento's customer satisfaction is high, as evidenced by retention rates, which were 97.9% in 2011 from 98.5% in 2012 and 99.3% in 2013.

In 2013 Atento was not related to monopolistic actions, practices against free competition and their results.

# Risks of the sector

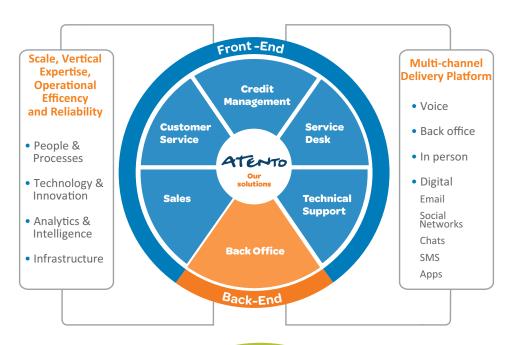
We believe it is difficult for customers to change a large number of workplaces with competitors, mainly due to the following factors:

- . (i) The extensive training required for employees of the service provider.
- . (ii) The level of process integration for the provider can be time consuming and very expensive.
- . (iii) The possible disruption caused to client users by introducing a new service provider.

As a result, if there is no compelling reason to switch the provider of CRM and BPO services, companies generally tend to stay with their provider, making it difficult for the provider to acquire another client's work.

# Key processes

The experience transformation of the client:





We work with market leaders in sectors such as telecommunications. financial services, and multisectoral, which include consumer goods, services, public administration, pay TV, healthcare, transportation, technology and media. In 2013, approximately 52% of our revenue was derived from sales to telecommunications, 35% to financial services and 13% to customers in many industries.

# Our technology

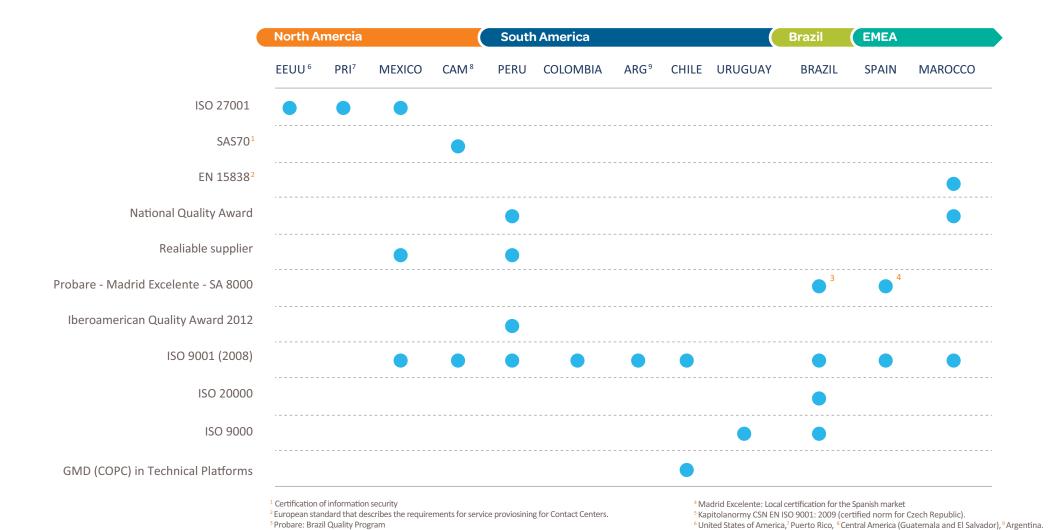
Our technology strategy focuses on (i) delivering a cost effective and reliable infrastructure to meet the needs of existing clients and support IT margin expansion, (ii) improving our ability to rapidly add a highly variable cost structure to new business, (iii) the development of new solutions that can replicate rapidly in other countries (iv) provide tools and standard operating processes to enable better customer experience, and (v) establishing common platforms to facilitate the centralization of core IT services.

# **Quality assurance**

We have a flexible, scalable and reliable technology platform that allows us to offer customized services and solutions for our customers. The three key components of our technology strategy are:

- 1. A scalable and secure infrastructure, including data centers, telephony and other systems, to support and automate our services.
- 2. Applications, including systems, analysis and intelligence tools that improve and optimize our solutions.
- 3. The organization of our technology allows us to offer service 365 days a year, 24 hours a day.

# Relevant quality certifications



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# Continuous improvement

In 2013, our technology platform managed transactions across 95 delivery centers operating 24/7. We are committed to the highest quality standards and have implemented programs to certify all our processes, according to UNE-ISO 9001 and we used Six Sigma to ensure continuous improvement.

# Transition to the future

The industry is undergoing a transition towards the outsourcing of more complex solutions from end to end, creating an opportunity for CRM BPO providers, including us, to upsell and cross-sell our services. Our experience in the telecommunications and financial industry allows us to develop customized solutions for our customers, entering their value chain, while delivering impressive business results and increasing our participation in their portfolio.

The company is not aware of incidents of noncompliance with regulations concerning marketing communications and advertising.

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# Commitment to our team

Corporate Social Responsibility Report





# +Commitment to our team

Atento has created and strengthened steadily, a culture that emphasizes teamwork, continuous process improvement, and customer focus. Employees are a fundamental part of business success and the most important asset of the company.

We are a team of more than 155,000 people in 16 countries worldwide, with the best training and the highest levels of commitment.

# **General facts**

- The average number of employees (excluding internships) increased from 147,042 in the year 2011 to 150,248 in 2012 and 155,000 in 2013.
- Brazil has the largest number of employees, which accounts for about 54% of the total. The Czech Republic is the country with fewer employees worldwide, with less than 1%.
- 93% of Atento's subsidiaries have over 13 years of operation in the countries where they are located.
- The workforce in Atento is predominantly young; except for Chile, where the average age is below 30 years while in more than half of the countries, it is below 25.
- In seven of the countries where we operate, approximately 80% of our workforce is working under collective agreements; which are renegotiated every one to three years with the main unions.



# **Our values**

Commitment. We are committed to the success of our customers.

Passion. We work with passion, enthusiasm and ambition to be better every day.

Integrity. We act with integrity, true to our values, defending what we believe and taking responsibility for our actions.

Trust. We guarantee trust, transparency and respect in relationships with all our stakeholders (customers, employees, suppliers, society and shareholders)

# Our culture

We believe that our employees are the key to our business model and the strategic pillar for our competitive advantage. That is why we focus on strengthening a culture that emphasizes teamwork, improving our processes and, most importantly, the total dedication to our customers. We believe that our distinctive culture is incorporated into all relationships and processes of our organization and corresponds with our values and objectives.

To do this, we have developed key guiding principles that reinforce and exemplify our core values:

- We work together, understanding the needs of our customers locally and leveraging our global scale and capabilities.
- We encourage the entrepreneurial and innovative spirit.
- We strive to be efficient and agile to create value for our customers.
- We put passion in everything we do, motivated by the desire to be better, with the ambition to achieve our goals.
- We are financially and operationally disciplined.
- We are proud to build a great place to work.

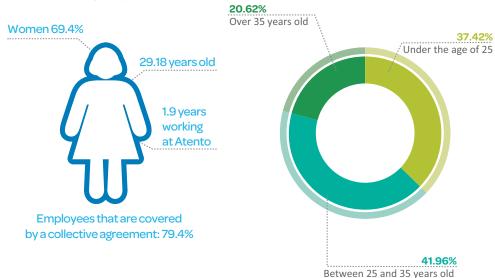


# The profile of the Atento employee

# Segmentation by age

37.42%

# Improvement Plan 2013: Actions in business





As every year, in 2013 an internal working environment survey was conducted, in which all employees were invited to participate. This survey analyzes 36 parameters grouped into six major dimensions: immediate boss, management, image / pride, daily work, development and client.



|                | Actions  |
|----------------|--|
| Immediate boss | ✓ Regular meetings with the direct manager   |
|                | ✓ Constant two way communication   |
| Management     | <ul><li>Meetings, workshops and breakfasts with managers<br/>and directors</li></ul> |
|                | ✓ Reorganization of tasks and workload   |
| Daily work     | ✓ Involvement of partners into action plans  |
| ,              | ✓ Improving incentive systems  |
|                | ✓ Conciliation   |
| Development    | ✓ Strengthen communication in selection process                                      |
| Development    | ✓ Promote the attendance at training   |
| Imaga/avida    | ✓ Enhance the involvement in the actions of motivation                               |
| Image/pride    | ✓ Strengthen communication of Atento's products and services                         |
| Client         | ✓ Involvement in the improvement of the operation                                    |

# **Great Place to Work**

With over 25 years of experience, Great Place to Work is an international leader in the analysis and evaluation of work environments. To make their rankings, the Institute conducts surveys about employees working environment and analyzes the practices and policies of people management in the companies.

# "Great Place to Work" awards received by country



In 2013, Atento was named one of the top 25 multinationals around the world to work for by the "Great Place Institute" and was the only CRM BPO Company in the industry to receive this distinction.





# Compensations and benefits

The remuneration model of Atento is based on a total compensation scheme, which is necessary considering compensation, benefits, performance, recognition, development and career opportunities as key factors to attract, retain and motivate our current and future employees.

The pillars of the model are:

- Internal equity
- External equity
- Differentiation by performance and merit
- Variable compensation

# There are two types of incentives:

Short term: in the collective structure, variability of employees is annual, so their achievement impacts the results of the company, the results of the region or country, area, and the individual goals.

Medium and long term: particularly suitable for those employees who occupy directive positions and that demonstrate a sustained outstanding performance as well as a development potential for positions of greater responsibility in the management of the company. These incentives are linked to creating value for our shareholders

# Benefits are adjusted to local conditions

- Medicine prepaid for structural staff, supervisors, managers and directors in Argentina and Uruguay.
- Pension plan in Morocco.
- Transportation card, medical and dental insurance, pension plan, life insurance and funeral expenses in Brazil.
- Membership to a compensation fund, pension fund and severance fund in Colombia.
- Awards, grants, health insurance, and loans for education and health in Peru.
- Transportation bonus, savings fund and private medical insurance in Mexico.

- Food subsidy for full-time employees in the Czech Republic.
- Benefits of life insurance and health were incorporated in Chile.

Mandatory benefits and compensation are for all of our employees worldwide regardless of whether they work full time or are temporary employees.

# **Parenthood**

One of the main commitments of Atento is with its employees who are parents, who need to manage both their work responsibilities and their career plans with the responsibility of caring for their children. In terms of gender equality, we are committed to equality of opportunities and treatment between men and women, ensuring the absence of discrimination on grounds of maternity, assumption of family obligations, marital or socioeconomic status.

• Women who took maternity leave: 3,979

• Women returning to work after maternity leave: 76%

• Men who took paternity leave: 356

• Men returning to work after paternity leave: 94%



# **Training and Development**

We strive to attract, develop and reward high performers and provide our employees with an attractive professional career that encourages them to overcome the business objectives of our clients. Our training methodology consists of a comprehensive selection process with common steps for each profile, a consistent methodology, selection tools and well-defined systems that identify employee profile with the desired criteria. This integrated approach allows us to create a selection process consistent in all countries. and promotes adhesion of new employees to our core values, with the ultimate goal of improving business performance.

**Top Leaders** 

Since 2012 started the Development Program Top Leaders directed to key Directors and Managers Company. The program has duration of two years, and is divided in three units that develop topics such as Leadership, Vision, Strategy and Innovation.

Impulsa tu carrera program

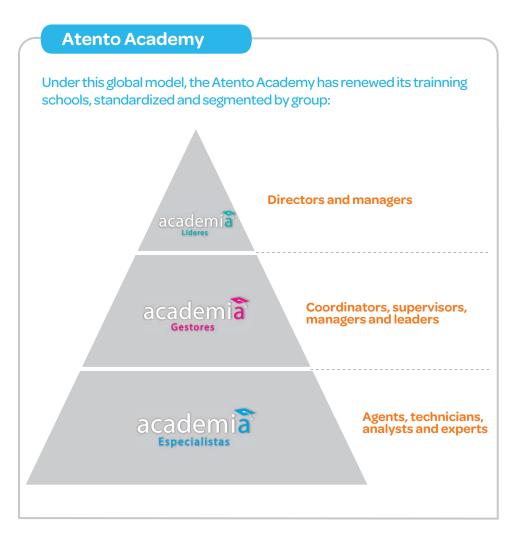
The Development Program Impulsa tu carrera directed to professionals who are identified with potential to assume a position of greater responsibility. It is based on the development of individual skills, through an area analysis and support to the trainee in the process of learning how to assume new roles. The 100% of people who participated in this program in 2013 have taken their promotion successfully.

Welcome Program

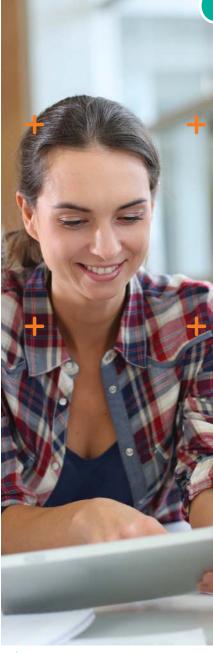
The objective of this program is to facilitate adaptation to Atento to new employees, or the ones that are promoted or just finished a rotation in a different area. In this program employees are given access to a website where they can find relevant information to their work.

# **Academic Training**

The continuous training of the employees of Atento is a fundamental action to achieve business goals for the company. One of the most important corporate programs is Atento Academy: a training model that includes employees from all countries.



# **Subsidiaries' Featured Programs**



# Human development and training in the workplace

## SPAIN

# The Program Sabías qué... y Colabora

Tries to raise awareness and bring all employees closer to everything related to CSR, a space that remains as a communication channel through a fortnightly newsletter.

# ARGENTINA AND URUGUAY

In 2013, Atento Argentina and Uruguay began the training seminars for advisers as part of the internal CSR program. It aims to promote a closer working relation between Direction and Advisors, enhancing their training. The members of the Executive Committee dialogue on different topics, training through experiential evidence.

Among other themes, are:

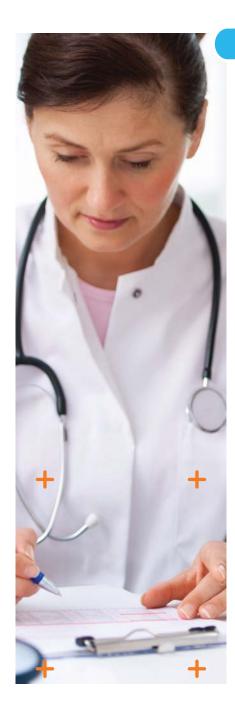
- Leadership in the Contact Center.
- The importance of CSR in Atento.
- Communication in organizations.
- Innovation and creativity in the professional career
- How we accompany the new generations in their professional development.

So far there have been 21 seminars, with the participation of 227 advisers, and five themes were developed in 454 hours of training in 7 locations.

# **MOROCCO**

# Impulsa tu carrera Program

This program allows employees to develop the skills necessary to assume the new position through an individualized work plan that puts the focus on the areas of improvement and take on new challenges. 100% of people who have participated in this program in 2011 have made a successful promotion.



# Health and safety at work

# ARGENTINA AND URUGUAY

The annual training program for all staff of the company, includes classroom training and e-learning:

## Classroom courses:

- 1. Safety and hygiene for call center jobs
- 2. Emergency in the organization
- 3. Ergonomics
- 4. Prevention and care in the use of the voice

# **COLOMBIA**

The subsidiary of Colombia organized prevention programs about common and occupational diseases throughout lectures, active breaks, prevention fairs and screening tests...

# **PERU**

## Atentos a tu Salud

Is a program oriented to employees and their families, which provides information on various diseases, preventive and corrective measures. Through this annual program, prevention campaigns, HIV screenings and lectures, massages (stress), bone densitometry, as well as glucose and cholesterol screening are conducted.

# **CHILE**

# **Prevention Day**

Is organized in conjunction with an NGO; activities of healthcare with lectures and competitions that occur in the 3 centers.

The program is also performed in conjunction with Regional Health Services and promotes preventive examinations to detect diabetes, hypertension, and vision problems.



# Health and safety at work

### **BRAZIL**

Atento Social is a program created in 2011, that provides face to face and distance psychosocial care for employees and their families. In addition, Atento Social provides references to public and private services for treatment and follow-up of cases of addiction, psychological, psychiatric disorders, depression, domestic violence, physical and sexual violence, among others, Also, the program monitors the inclusion of people with disabilities. Since its creation, it has performed more than 1,000 treatments, avoiding resignation and subsidizing relocation cases and return to work.

### **SPAIN**

# Unidad de Apoyo program

Managed by the company Centra2 is responsible for providing companionship and emotional support necessary to employees who request it. The primary objective is to encourage personal and professional development of our employees through individual sessions, where it serves people from the workplace, in their own processes and their necessities.

\*This program is only available for the group of employees in *Atento Impulsa*.

# **MEXICO**

# **Prevenimos** program

Creates awareness about diabetes, obesity, hypertension, sexually transmitted diseases, self-examination for breast cancer and creating awareness about cancer in general.

# UNITED STATES AND PUERTO RICO

# **Health Fair**

The United States subsidiary performed a health fair, so that the employees of Atento have the opportunity to have different tests performed related to physical health and emotional wellbeing.

# **A Drug Prevention Day**

Was also organized in order to warn the population about the use of drugs and alcohol.

# EL SALVADOR, GUATEMALA AND PANAMA

Talks on STDs, pregnancy and lactation (ES).

Annual workshops, free health checkups and health screenings (GUA).

# **Diversity**

Atento sees diversity as an opportunity to develop creative ways to better address the needs of customers. It is a fundamental component of any business strategy and is based on the recognition of the characteristics that make each person unique. Diversity is not just a question of gender, age or race; includes all facets of an individual who contributes to build an organization.

In particular, for people who work in Atento:

- The commitment to non-discrimination and fair treatment is manifested in the processes of selection, recruitment, compensation, and professional development, which will always be based on the capabilities and performance.
- We understand that the composition of the staff of the various operations and areas of Atento should reflect, as far as possible, the composition and diversity present in each region.

# Diversity in our centers

| Country                       | Number of centers | Number of employees | Attention languages   |
|-------------------------------|-------------------|---------------------|---|
| Argentina and Uruguay         | 12                | 8.604               | Spanish, English and Portuguese   |
| Brazil                        | 29                | 94,348              | Spanish, English and Portuguese   |
| Chile                         | 3                 | 4,339               | Spanish and English   |
| Colombia                      | 5                 | 5,789               | Spanish and English   |
| El Salvador and Guatemala     | 4                 | 3,801               | Spanish, English, French and Portuguese   |
| Spain                         | 14                | 9,538               | Spanish, Galician, Catalan, Basque, Catalan, English, Portuguese, French, Italian, German |
| United States and Puerto Rico | 3                 | 1,174               | Spanish and English   |
| Morocco and France 4          | 4                 | 2,448               | French, English, Spanish, Italian, German, Arab, Berber                                   |
| Mexico                        | 17                | 16,840              | Spanish, English and French   |
| Peru                          | 2                 | 11,793              | Spanish, English, Portuguese, German, Catalan, Quechua and Aymara                         |
| Czech Republic                | 2                 | 920                 | Czech, English, Slovak, German, French, Polish, Spanish, Italian, Portuguese, Hungarian   |

#### **Labor indicators**

|                   |  | Units       | 2013   | 2012     |
|-------------------|--|-------------|--|----------|
| A 0 0             | Total workforce (excluding interns)  | people      | 159, 594   | 153, 638 |
| 411639            | Full-time employees  | people      | 51, 485  | 78, 46   |
| w W W             | Average employee age   | years       | 29, 18   | 28, 32   |
| LA1               | Average length of employee service   | years       | 2  | 1.89     |
| Q                 | Total employees joining during year  | people      | 102, 068   | 132.291  |
| <b>+</b> (    ) - | % women hired  | %           | 65.89%   | 70.36%   |
| W                 | Total employees leaving during year  | people      | 123, 665%  | 136, 238 |
| LA2               | % women terminated   | %           | 63.24%   | 79.53%   |
| ( <u>()</u>       | Standard initial wage ratio/local minimum wage for women   | %           | 118,60   | -        |
| EC5               | Standard initial wage ratio/local minimum wage for men   | %           | 118,43   | -        |
| ကိုကိုကို<br>LA4  | Employees covered by collective bargaining agreement   | %           | 65.24%   | 76.90%   |
| LA5               | Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements   | days/months | In most subsidiaries Atento<br>there are no set periods,<br>except in the Czech Republic in which<br>a period of two months is established | -        |
| LA6               | Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advice on occupational health and safety programs | people      | 23.67%   | 33.23%   |

|        |   | Units                                  | 2013   | 2012  |
|--------|---|--|--|---|
|        | Accident rate   | Accidents / 100 employees              | 0.735  | 1.12  |
| ( )    | Occupational illness rate   | Occupational illnesses / 100 employees | 0.39   | 0.11  |
| LA7    | Number of deaths  | Victims                                | 19<br>*These deaths are not considered<br>work-related.  | 1   |
| LA9    | Health and safety issues covered in agreements with trade unions                                | issues                                 | In Brazil, Mexico and Peru all formal agreements with trade unions cover health and security issues. In Spain they are required by law | In Spain, those required<br>by legislation<br>- |
|        | Total number of hours of training   | hours                                  | 10,971,401.16  | -   |
|        | Average hours of training for women   | hours /women                           | 128  | -   |
| LA10   | Average hours of training for men   | hours /men                             | 111  |   |
| LA12   | Percentage of employees receiving regular performance and career development reviews, by gender | %                                      | 100% of employees receiving regular performance evaluations. A management review is given at management level                          | -   |
| Ω &    | Percentage of women employees   | %                                      | 53.45%   | 69.40%  |
| ( )H'h | Percentage of men employees   | %                                      | 46.55%   | 30.6%   |
| ‴ መ    | Employees aged under 25   | %                                      | 37.42%   | 46.3%   |
|        | Employees aged between 25 and 35  | %                                      | 41.96%   | 35%   |
| LA13   | Employees aged over 35  | %                                      | 20.62%   | 18.76%  |
|        | Employees with a disability   | employees                              | 765  | -   |

# Our commitment to society

Corporate Social Responsibility Report





# +Our commitment to society

In Atento we seek to generate social conditions necessary to operate and grow in time in harmony with the communities we serve. In 2013 we didn't identify that any of our social initiatives caused a negative impact.

Through
the signing of a Global
Agreement there has
been a joint commitment
aimed at the promotion of
values, rights and social
transformation.





#### Featured programs

#### **BRAZIL**

#### Active participation of the community



#### **Corporate Volunteering**

It began in 2009 with over 4,000 employees focused on activities such as collecting food, milk and toys for newborns. Before going to infield activities, Volunteer Program sessions are implemented.

Currently has an average of 400 volunteers, it has benefited 51 foundations, and has presence in 12 cities in 6 states.



#### Job creation and skills development



#### **Fostering Youth**

Young people go through the different workspaces to see how they behave within a scope of work and when they turn 18 they can be hired. It lasts two years and becomes a first job for many of the young. The program has benefited 900 young participants.

#### Atentos al Futuro

Education for young, new talent discovery, promotion of CSR and awareness of the importance of their activities. It has impacted more than 700 youth (between 18 and 29 years old) in 5 states, in situations of social vulnerability. It also maintains relationships with public schools, NGOs and public bodies.

#### Atento a Melhor Idade

Created in 2011, the program aims to include people older than 45 years; through professional training coordinated by corporate volunteering.





#### **MOROCCO**

#### Job creation and skills development



#### **Alliance Emploi**

Seeks to motivate and encourage young people to overcome their limitations, explain the operation of a business using business language and facilitate contact with the departments of the company to bring them closer to the business world.

#### Asociación Alkhaima Collaboration

Atento collaborated with the Alkhaima Association. The Association aims to guide Moroccan immigrants to return to new career opportunities.

Collaboration with ANAPEC (equivalent INEM) to integrate people after receiving specific training support.

#### **SPAIN**

#### Active participation of the community



Atento's corporate volunteering program in Spain is part of Integra Foundation and provides the opportunity to help people who does not have access to acquire knowledge on employment, and also strengthen their identity as persons entitled to a full life and to a future full of possibilities.

Other volunteer activities: blood donation, Christmas campaigns, and life-saving plugs (West Syndrome Foundation).

#### **MEXICO**

#### Active participation of the community



#### **Voces que Ayudan**

Atento's volunteers work with nongovernmental organizations in raising funds for their solidarity purposes.

#### Job creation and skills development

#### **Commitment to society**

Aligned with our vision, we have trained young people for employment, incorporated minorities and groups with disabilities, and we have also generated responsible citizenship in all our operations.



#### **ARGENTINA AND URUGUAY**

#### Active participation of the community



Donation of the contact center service, applications, infrastructure, computers, telephone lines and physical availability of platforms for solidarity campaigns.

#### Un Sol para los Chicos campaign

Since 2003, Atento has collaborated with UNICEF and Canal Trece, during the telethon Un Sol para los Chicos.

Voces que ayudan is the quintessential volunteer program, started in Argentina in 2001 that involves 1,600 volunteers per year.

Volunteers from the city of Mar de la Plata organize annually the Feria de las artesanias with solidarity means through which employees exhibit their crafts or processed products. Product raffles of donated products are performed. The volunteer group has a booth offering refreshments donated by employees. All proceeds are donated to an institution in this city.



#### **Education and culture**



#### Maratón anual de Lectura campaign

Since 2004 Atento collaborates with Fundación Leer that promotes a national reading marathon. In 2013, six volunteers from Atento in Chaco managed calls to contact educational institutions nationwide to report on the National Reading Marathon and encourage registration for the event.

#### Job creation and skills development



#### Training program for youth Atentos al Futuro

Since 2008, Atento has promoted the training of young people who are completing their middle school education and by promoting issues that contribute to their future labor insertion. The program covers the following areas:

- Communication tools
- Environment

Customer

- Meeting with Employees
- Marketing Techniques
- Computer (Word and Excel)

Since 2009 we work with third-led initiatives such as Microsoft Digital Literacy course. This course is designed for adults over 35 years that are relatives of employees. It provides basic computer concepts and skills so they can use a PC in their daily lives, with the aim of developing social and economic opportunities.



#### **PERU**

#### Active participation of the community



#### **Voces que Ayudan**

Is a voluntary program aimed at helping society by making available the volunteer work of our employees to perform social actions, collections for public good or emergency calls.

#### **Education and culture**



#### UNICEF

Fundraising for education and health of children in extreme poverty.

#### Job creation and skills development



#### Atentos al Futuro

Is a program that contributes to the education and training of the community, through technical training for low-income youth in state educational institutions and looks to favor their future employability.

#### Quiero ser program

Promotes vocational guidance talks and 'one day' with minors that have almost finished high school.

#### **Apprenticeships**

The program contributes to the training and employability of the community through paid work and technical training for disadvantaged youth, mostly with basic training and unable to access higher education.

#### CHILE

#### Active participation of the community



#### The volunteer program voces que ayudan

Helped in 2013 collected money to aid collaborators and poor families.

#### Job creation and skills development



Atento Chile developed a training program in conjunction with the government that aims to generate employment in young people between 18 and 25 years seeking work for the first time, enabling increased youth employability. This program allows to integrate training and work by applying the relevant skills, efforts to improve the accessibility and quality of employment through training.



In Atento we are seeking to boost the impact of our social initiatives through the development of monitoring tools and constant follow-up.

# Eco-efficient services

Corporate Social Responsibility Report





## +Eco-efficient services

In Atento we are committed to our environment and work to promote sustainable development. That's why we strive to incorporate the best available technology to help us to consume resources as efficiently as possible.

#### Our environmental impact

The main impacts of our activities are:

- The consumption of resources such as paper, energy and water.
- Waste generation.
- Indirect emissions of greenhouse gases mainly derived from our electricity consumption and shift work performed by consumption.

In Atento we seek to develop environmentally sustainable services and reduce our impacts, both in designing and building new call centers, as in the operation of facilities and existing telecommunications networks. In case we adopted a new technology that could be of risk to the environment, we would take protective measures according to our abilities under the Precautionary Principle.

Climate change involves many risks and opportunities for Atento's activities, especially activities that apply to the relationship with our suppliers and customers. If one of our customers suffers damage caused by climate change, it directly affects the use of our solutions and services, and therefore would have financial implications for Atento.



These are the main local initiatives to improve environmental efficiency that were implemented in 2013:

#### **BRAZIL**

#### Sustainable use of resources



It seeks to maximize the use of natural resources and incorporate new technologies friendlier to the environment. Also carried out a series of actions such as:

- Measuring carbon footprint
- Savings in the consumption of electricity, water and electricity
- Control of GEI emissions

#### Mitigation and adaptation to climate change



#### **Carbon Disclosure Project Initiative**

Annual Meeting of Climate Change in order to monitor and neutralize the emissions of greenhouse gases and disseminate information among key audiences.

#### **SPAIN**

#### **Pollution prevention**



#### Contest

Y tú, ¿cómo cuidas el medio ambiente?

#### Sustainable use of resources

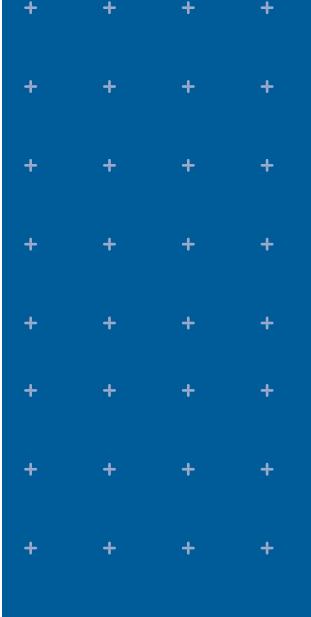


ISO 14000 (in process); Quality and Environmental Policy; UNE-EN-ISO 14001:2004

#### Mitigation and adaptation to climate change



ISO 14001:2004



<sup>\*</sup>International Standards covering environmental management are intended to provide organizations with the elements of an environmental management system and help organizations achieve environmental and economic goals.



#### **MEXICO**

#### Sustainable use of resources



- Reduce consumption of water, energy and paper.
- Duplex printing and awareness for employees about the benefits of limited printing.
- Flow faucets adjustment or replacement with automatic equipment to optimize consumption.
- Further reductions in energy consumption by replacing more efficient computers and other luminaries and optimizing periods of use.

#### Mitigation and adaptation to climate change



Containers are installed to collect batteries, telephones and cables that no longer serve are sent to special processing centers. Permanent water conservation campaigns and electricity savings are conducted.



#### Sustainable use of resources



Toners are recycled weekly.





- Measurement of the thermostat and air conditioning regularly.
- Earth Day.



#### **ARGENTINA AND URUGUAY**

#### **Pollution prevention**



#### The Program of Companies Friends of Sustainable Movility Al trabajo Mejor en Bici

Proposed by the Government of the City of Buenos Aires, whereby the use of bicycles as a means of ecological, healthy, economical and flexible transportation is encouraged.

#### Sustainable use of resources



Recycling Programs of paper and plastic in different localities where Atento operates for the benefit of hospitals Foundations. In total Atento Argentina and Uruguay have collected 4136 kg of paper and 7 kg of caps to benefit Garrahan Foundation.

#### **Donation of furniture and computer equipment:**

170 chairs used for parts donated to the Sagrada Familia (Argentina) Foundation 69 CPU and 83 used monitors donated to the Asociación de las Franciscanas del Verbo Encarnado (Uruguay)

#### **PERU**

#### Sustainable use of resources



#### Ola Ecoatento

Set of actions aimed to raise awareness and compliance with the Environmental Management System, focused on two main areas: resource conservation and solid waste segregation.

During 2013 the first part, 'Sumate' was held with the aim of providing a first approach of our employees to environmental conservation.

#### Mitigation and adaptation to climate change



Measurement of the carbon footprint and the implementation of eco efficient measures.











#### **CHILE**

#### **Pollution prevention**



Responsible use of the bicycle was reinforced through lectures and the hand out of reflective vests to all employees who use bikes to get to their workplace.

Technological waste is delivered to a company that certified in the elimination through organically disposal.

#### Sustainable use of resources



Paper recycling in conjunction with Fundacion San Jose that helps orphans.

Saving energy and water making changes to fixtures and fittings that optimize resources.

#### Mitigation and adaptation to climate change



Saving energy and water with permanent communication campaigns.

#### **Environmental indicators**

|                     |  | Units       | 2013   | 2012     |
|---------------------|--|-------------|--|----------|
| 200                 | Total workforce (excluding interns)  | people      | 159, 594   | 153, 638 |
|                     | Full-time employees  | people      | 51, 485  | 78, 46   |
| m Am m              | Average employee age   | years       | 29, 18   | 28, 32   |
| LA1                 | Average length of employee service   | years       | 2  | 1.89     |
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| LA5                 | Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements   | days/months | In most subsidiaries Atento<br>there are no set periods,<br>except in the Czech Republic in which<br>a period of two months is established | -        |
| IAG                 | Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advice on occupational health and safety programs | people      | 23.67%   | 33.23%   |

|      |  | Units                   | 2013  |
|------|--|-------------------------|---|
| EN16 | Direct greenhouse gas emissions (Scope 1) Indirect greenhouse gas emissions (Scope 2)  | Tons CO²eq              | Direct emissions: 595.78 Indirect emissions: 10,607 *This data was collected from only 2 Atento subsidiaries. We will promote environmental measurement in the other subsidiaries.  |
| EN17 | Other relevant indirect greenhouse gas emissions by weight   | Tons CO <sup>2</sup> eq | 14,632.05   |
| EN22 | Total weight of waste by type and disposal method  | Tons                    | The subsidiary of Peru presents this information. The other subsidiaries do not measure this indicator  Paper: 4.64 [t] Plastic (bottles): 1,10 [t] Glass: 0,01 [t] Plastic (chapitas): 0,32 [t] Solid waste (general): 91,25 [t] |
| EN23 | Total number and volume of significant spills  | -                       | Atento did not cause any accidental spills  |
| EN28 | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations                                  | thousand of \$          | 0 fines   |
| EN29 | Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce | Tons CO²eq              | 1,632.5742<br>*Only Atento Brazil measures this indicator.  |

# **Compliance**and Human Rights

Corporate Social Responsibility Report





# +Compliance and Human Rights

#### Regulations

Our business operations are subject to various regulations and the amendments to these or the enactment of new could require additional costs that could restrict our business operations or expose us to significant fines or penalties in case of breach of these rules.

Under data protection laws, which are usually necessary for Atento to manage, we use and store sensitive or confidential customer data regarding the services we offer. Under the terms of our customer contracts, we report that we keep such information strictly confidential. In this regard, we are subject to the laws of local data protection and consumer laws in most countries in which we operate, who may require us to make additional investments to ensure compliance with these standards. Therefore, all employees under contract are trained in policies and anti-corruption procedures for the organization.

We seek to implement measures to protect sensitive and confidential customer data according to customer contracts and laws of privacy and consumer laws. The company is not aware of breaches of regulations and voluntary codes concerning information and labeling of services.



#### Internal controls

During 2013, Atento Brazil participated in approximately 8,610 labor proceedings initiated by employees or former employees for various reasons, such as layoffs or disputes over employment conditions.

Atento is not aware of incidents of non-compliance with regulations and voluntary codes concerning the impacts of products and services on health and safety during their life cycle.

#### **Human Rights**

Human rights refer to the inherent characteristics of people's dignity, so it is essential for companies to analyze the impact their operations have on the civil, political, social, cultural and economic rights of individuals. In Atento, the emphasis has been on discrimination and vulnerable groups, where highly consolidated initiatives are observed; labour audits are conducted in the subsidiaries of Spain, Brazil, Argentina and Mexico, which can identify risk situations.

293.719 hours of employee training on policies and procedures concerning aspects of human rights relevant to operations were delivered.

#### **Featured Programs**

#### **BRAZIL**

#### **Human Rights**

#### SA8000

CSR international standard that seeks to improve and enhance the quality of relationships and conditions of the work environment. Brazil adopted the standard since 2012. It ensures the Universal Declaration and the main human rights: Right to Work and Right to Foster.

Atento implemented the norm since 2012 and ever since 11 centers had been certified. It is the first BPO company to obtain this certification in the world. It is divided into 8 requirements:

- · Child labor.
- Forced labor.
- Operational Safety and Health.
- Freedom of Association.
- Discrimination.
- Disciplinary Practices.
- Working Hours and Compensation.
- Management System.

#### Discrimination and vulnerable groups



#### Women

67,000 of the total employees are women, of which 2,900 are in leadership positions.

#### **Program for Moms**

More than 1,400 women have been treated to reduce risks in pregnancy. Information has been printed and emailed to women directly. Since its implementation, 50% of pregnant women have participated.

LGBT Diversity living in perfect harmony. Talks and conferences are held related to different topics.

#### **Ethnic Diversity Week**

In 2006, the "Day of Black Consciousness" where a series of activities are done related to this topic. Following this, the "Week of Differences" was created where issues such as religion, ideology, among others are treated.

#### **Inclusion and Diversity Program**

Atento established a Committee of Inclusion and Diversity, which has a strategic role in promoting inclusion through the exchange of ideas and identification of opportunities for articulation and implementation of projects that require qualified professionals, facilitating recruitment and retention of talent.

Atento Brazil has conducted specific actions for inclusion of people with disabilities and seniors (Attentive to melhor idade).

#### **MOROCCO**

#### Discrimination and vulnerable groups



#### Alliance Emploi

Is a project that seeks to improve the opportunities in the social reintegration of socially excluded groups. The project started in November 2013, and their personnel are being formed mentoring and coaching that will enable them to advise young people.

#### **PERÚ**

#### Discrimination and vulnerable groups



Peru has the recognition Empresa Inclusiva, awarded by the National Commission for the Integration of Persons with Disabilities, Ministry of Women and Vulnerable Populations.

#### **SPAIN**

#### **Human Rights**



#### **Equality Plan**

Signed with the UGT and CCOO union that intends to promote and preserve equal treatment between women and men in accordance with the provisions of the Organic Law on Effective Equality between Women and Men.

#### Discrimination and vulnerable groups



#### Atento Impulsa

Was created in 2003 to integrate people with disabilities into the workplace. It currently manages 3 shelters of employment in Madrid. Sevilla and Barcelona, from which different care services and information to customers are provided to more than 140 persons, of which more than 90% have a physical or sensory disability. The shelters have facilities and service positions adapted for employees with disabilities.

Two incidents of discrimination were reported in one of the subsidiaries of Atento. These complaints were answered from a legal / technical point

# Challenges for the future

Corporate Social Responsibility Report





### +Challenges for the future











- Continue to recruit, train and develop the best professionals in the market to continue ensuring maximum user satisfaction for customers.
- Strengthen the leadership team and deploy a new operating model with geographically distributed corporate functions.
- Boosting education for individuals who form part of our community so they are able to take advantage of their potential and become active members of the community.
- The promotion of employment, including the integration of disadvantaged groups.
- The promotion of responsible citizenship through corporate volunteerism.

- Our goal is to achieve optimal use of natural resources, the use of best available technology and the promotion of environmental awareness.
- CSR Report 2014 according to new standards of GRI G4.
- Developing local country reports.
- CSR audits for our suppliers.
- There are few subsidiaries of Atento reporting defined mechanisms of governance, which will be promoted, as this reflects a lack of strategies, objectives and goals that guide the actions of CSR at regional and local level.

## Annexes

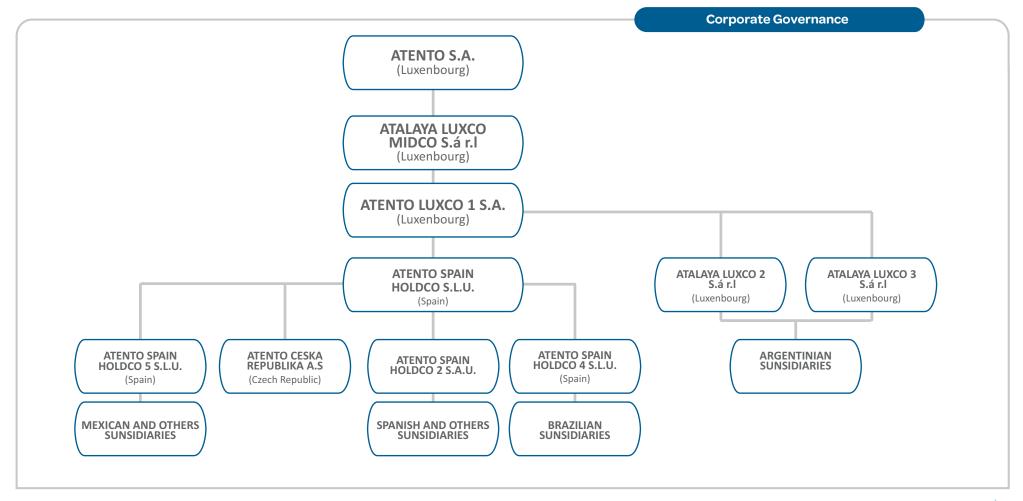
Corporate Social Responsibility Report





#### **Corporate Governance**

Dated December 12, 2012 Telefonica completed the sale of Atento to American Venture Capital Fund BAIN CAPITAL. With this sale, Atento Investments and Teleservices S.A.U. remains under the ownership of Telefonica SA but transferred most of its assets and liabilities at Atento Spain Holdco., SLU which thus becomes the new parent company of the Atento Group in Spain.



### Awards and recognitions

In Atento we strive to find solutions that improve the customer experience of our clients and differentiate ourselves from our competitors through innovation. Our achievements have been widely recognized by the industry in each of its local operations. These are some of them:

| Awards and recognitions  | Description   |
|--|---|
| AMAUTA Awards  | Awards of direct and interactive marketing in Latin America.  |
| LATAM Awards   | Annual recognition created with the intention to evaluate excellence and identify the best companies in Customer Relationship.  |
|  | Award won by Atento Brazil, Argentina and Mexico.   |
| AMDIA Awards   | Granted by the Association of Direct and Interactive Marketing of Argentina   |
| El CRC de Oro  | Prestigious award in Spain granted by a consortium of industry associations: CRM and research centers covering AEERC, the IZO and IFAES.  |
| Premio Iberoamericano de Calidad   | A highly prestige award on Spain, granted by a consortium of CRM industry associations and resarch centers than includes the AEERC, IZO and IFAES.  |
| Top Employer   | Attentive has received the Top Employer certification, awarded by the institute CRF (Corporate Research Foundation). It is the first company in its industry to receive the award.  Award won in Spain, Colombia and Venezuela. |
| National Teleservices Award  | This award is one of the most important in our market in Brazil.  Atento won 16 awards in the 2013 edition.   |
| Recognition of the <i>Servicio</i><br>Nacional de Capacitación y<br>Empleo SENCE | This recognition is obtained for being the company with the highest participation for the past 3 years in formation in the workplace program.   Award won in Chile.   |
| Distintivo Empresa<br>Socialmente Responsable                                    | This recognition is awarded by <i>Centro Mexicano para la Filantropía</i> (CEMEFI) and the Alianza por la Responsabilidad Social (AliaRSE).   |
| (ESR)  | Distinctive obtained in Argentina, Mexico, Peru and Brazil.   |

### **GRI and Global Compact indicators**

| Report Applcation Level   |        | С   | C+                    | В   | В+                    | Α   | A+                    |
|---|--------|---|-----------------------|---|-----------------------|---|-----------------------|
| G3 Profile<br>Disclosures   | ОИТРИТ | Report on: 1.1 2.1 -2.10 3.1 -3.8, 3.10- 3.12 4.1 - 4.4, 4.14 - 4.15  |                       | Report on all criteria listed for<br>Level C plus:<br>1.2<br>3.9, 3.13<br>4.5,- 4.13, 4.16 - 4.17   |                       | Same as requirement for<br>Level B  |                       |
| G3 Management<br>Approach Disclosures   | ОИТРИТ | Not Required  | rt Externally Assured | Management Approach<br>Disclosures for each<br>Indicator Category   | rt Externally Assured | Management Approach<br>Disclosures for each<br>Indicator Category   | rt Externally Assured |
| G3 Performance<br>Indicators & Sector<br>Supplement Performance<br>Indicators | ООТРОТ | Report on a minimum of 10<br>Performance Indicators,<br>including at least one from<br>each of: Economic, Social and<br>Environmental | Report                | Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human Rights, Labor, Society, Product Responsibility | Report                | Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for this omission | Report                |

<sup>\*</sup> Sector supplement in final version

#### **External assurance report**

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#### Informe de Verificación de la Memoria de Sostenibilidad de la Empresa ATENTO SPAIN HOLDEO, S.L.U

A la Dirección de Atento Spain Holdeo, S.L.U.

Hemos llevado a cabo la revisión de la información contenida en el Informe de Responsabilidad Social Corporativa 2013 de Atento, tomando como base la serie de estándares AA1000 (2008), así como la Guía GRI (Global Reporting Initiative) G3.1.

El objetivo de la verificación fue comprobar lo siguiente:

- Veracidad y claridad de la información presentada.
- Calidad y representatividad de los datos.
- Adaptación de los contenidos, así como de los indicadores de desempeño, a la Guía para la Elaboración de Memorias de Sostenibilidad de GRI versión 3.1.
- Confirmar el nivel de aplicación del Marco GRI versión 3.1 declarado por Atento para la
- Aplicación de los principios de inclusividad, relevancia y capacidad de respuesta establecidos en la norma AA100 Accountability Principles Standard 2008.

#### Proceso de verificación

Las acciones llevadas a cabo para la verificación de la memoria de sostenibilidad de la empresa Atento fueron las siguientes:

- Reuniones con la empresa informante para obtener información acerca del proceso de gestión de información para el desarrollo del Informe.
- Análisis de la metodología utilizada para la sistematización de los datos cuantitativos utilizados para el cálculo de los indicadores de desempeño.
- Comprobación mediante pruebas de revisión con base en la selección de una muestra de la información sobre el Perfil y el Enfoque de Gestión, y de los Indicadores de Desempeño incluidos en el informe. Asimismo, se revisó que la información anterior estuviera ubicada de manera adecuada en el Reporte.
- Análisis de los criterios utilizados para aquellos indicadores no reportados por ser considerados como "no aplicables" o "no disponibles".

- La información contenida en el Informe y su elaboración son responsabilidad de la empresa Atento. No se ha participado ni asesorado en la elaboración de dicho documento, limitando nuestra actuación a la de Verificadores Independientes.
- El proceso de verificación ha sido totalmente imparcial e independiente, basándonos en las normas establecidas en el Código de Ética de la International Federation of Accountants (IFAC).

Homologar los criterios de captura, así como de los procesos de validación y supervisión, para garantizar la calidad de la información presentada por los países donde opera la empresa Atento,

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de manera que sirva de retroalimentación para la detección de posibles áreas de oportunidad y

- Llevar a cabo la revisión y actualización del análisis de materialidad aplicando la metodología de la versión G4 del GRI.
- Profundizar en la comparación de resultados entre periodos de manera que se puedan identificar los posibles avances y retrocesos, en especial en los indicadores ambientales.

Con base en el procedimiento de verificación realizado, ponemos de manifiesto las siguientes

- No tenemos conocimiento de aspectos de importancia relativos al desempeño de la sostenibilidad de Atento que se hayan excluido del Informe.
- No tenemos conocimiento de errores de importancia en las aseveraciones realizadas por Atento
- No se ha puesto de manifiesto ningún aspecto que nos haga suponer que el Informe de Atento no haya sido elaborado conforme a los criterios presentados en la Guía GRI 3.1, o que no cumpla con los requisitos del nivel de aplicación B+ declarado por Atento y establecidos en la misma

ARLIADNA VARGOS B Ariadna Vargas Barrera

Fernanda Valgal Bantia

Fernanda Vargas Barrera

México, D.F. a 2 de marzo del 2015

### **GRI and Global Compact indicators**



| G3.1 C | Content Index - GRI Application Level B   | Location of disclosure  | Level of reporting | Global Compact |
|--------|---|---|--------------------|----------------|
| Strate | egy and Analysis  |   |                    |                |
| 1.1    | Statement from the most senior decision-maker of the organization   | Letter from the CEO of Atento   | Complete           |                |
| 1.2    | Description of key impacts, risks, and opportunities  | Corporate information: Governance; Our Social<br>Responsibility: Objectives 2013; Customer<br>satisfaction; Challenges for the future | Complete           |                |
| Orga   | nizational Profile  |   |                    |                |
| 2.1    | Name of the organization  | Front cover   | Complete           |                |
| 2.2    | Primary brands, products, and/or services   | Corporate information: Our solutions  | Complete           |                |
| 2.3    | Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures  | Corporate information: Atento around the world  | Complete           |                |
| 2.4    | Location of organization's headquarters   | Corporate information: Atento around the world  | Complete           |                |
| 2.5    | Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report | Corporate information: Atento around the world  | Complete           |                |
| 2.6    | Nature of ownership and legal form  | Corporate governance, Back cover  |                    |                |
| 2.7    | Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)   | Corporate information: Atento around the World;<br>Commitment to our team: Diversity in our centers                                   | Complete           |                |
| 2.8    | Scale of the reporting organization   | Corporate information: Atento around the world,<br>Our solutions; Customer satisfaction   | Complete           |                |
| 2.9    | Significant changes during the reporting period regarding size, structure, or ownership   | Corporate information: Atento throughout time;<br>Annexes: Corporate Governance   | Complete           |                |
| 2.10   | Awards received in the reporting period   | Annexes: Awards and recognitions  | Complete           |                |
| Repo   | rt parameters   |   |                    |                |
| 3.1    | Reporting period (e.g., fiscal/calendar year) for information provided  | About the report  | Complete           |                |
| 3.2    | Date of most recent previous report (if any)  | About the report  | Complete           |                |
| 3.3    | Reporting cycle (annual, biennial, etc.)  | About the report  | Complete           |                |
| 3.4    | Contact point for questions regarding the report or its contents  | Back cover  | Completev          |                |

| 3.1 Co | ntent Index - GRI Application Level B  | Location of disclosure  | Level of reporting | Global Compact |
|--------|--|---|--------------------|----------------|
| 3.5    | Process for defining report content  | About the report; Our corporate social responsibility: Dialogue with our stakeholders, Our stakeholders.  * We expect all our stakeholders to read our report. For this reason it will be available on the website page of Atento and the Global Compact webpage. |                    |                |
| 3.6    | Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)  | About the report  | Complete           |                |
| 3.7    | State any specific limitations on the scope or boundary of the report  | No limitations on the scope or boundary of the report are presented.  |                    |                |
| 3.8    | Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.                    | About the report  | Complete           |                |
| 3.9    | Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.                             | GRI and Global Compact Index  | Complete           |                |
| 3.10   | Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g.,mergers/acquisitions, change of base years/periods, nature of business, measurement methods). | About the report  | Complete           |                |
| 3.11   | Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report   | About the report  | Complete           |                |
| 3.12   | Table identifying the location of the Standard Disclosures in the report   | GRI and Global Compact Index  | Complete           |                |
| 3.13   | Policy and current practice with regard to seeking external assurance for the report   | External assurance statement  | Complete           |                |
| 4 Gove | ernance, Commitments, and Engagement   |   |                    |                |
| 4.1    | Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight  | Corporate information: Governance, Board<br>t of Directors  | Complete           |                |
| 4.2    | Indicate whether the Chair of the highest governance body is also an executive officer   | Corporate information: Governance, Board of Directors   | Complete           |                |
| 4.3    | For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members   | Corporate information: Governance, Board of Directors   | Complete           |                |
| 4.4    | Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.  | Our corporate social responsibility: Our stakeholders   | Complete           |                |
| 4.5    | Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).    | Our corporate social responsibility: Compensation of Directors and Executives   | Complete           |                |
| 4.6    | Processes in place for the highest governance body to ensure conflicts of interest are avoided.  | Corporate information: Principles of action;<br>Our culture   | Complete           | Principle 10   |
| 4.7    | Process for determining the composition, qualifications, and expertise of the members  | Corporate information: Governance; Commitment   | Complete           |                |

| Internally developed statements of mission or values, codes of conduct, and comporate information. Principles relevant to economic, environmental, and social performance and the status of their implementation.  Procedures of the highest governance body for overseeing the organization. Complete action; Commitment to our team: Values action; Commitment to our team: Val | <b>G3.1 C</b> ol | ntent Index - GRI Application Level B   | Location of disclosure  | Level of reporting | Global Compact |
|--|------------------|---|---|--------------------|----------------|
| 4.10 Processes for evaluating the highest governance body's own performance, including relevant risks and appertunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles  4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.  4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization.  4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.  4.13 advocacy organizations (such as industry associations) and/or national/international Avocacy organizations in which the organization. ** Has positions in governance bodies: ** Participates in projects or committees; ** Provides substantive funding beyond routine membership dues; or ** Views membership as strategic.  4.14 List of stakeholder groups engaged by the organization.  4.15 Basis for identification and selection of stakeholders with whom to engage.  4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder engagement, including frequency of engagement, and how the organization has responded to those key topics and concerns, including through its reporting.  6. Component social responsibility. Dialogue with our stakeholders. Our stakeholders, Our stakeholders. ** Atento annually conducts surveys of satisfaction and address the major issues of interest for the audiences.  6. Component social responsibility. Dialogue with our stakeholders, Our stakehold | 4.8              | principles relevant to economic, environmental, and social performance and the  | corporate social responsibility: Our principles of  | Complete           |                |
| with respect to economic, environmental, and social performance.  Lorporate information: Risks by the organization.  Corporate information: Risks by the organization.  Complete  Corporate information: Risks by the organization.  Complete  Complet | 4.9              | identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with                  | ·   | Complete           |                |
| by the organization.  4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.  4.13 advocacy organizations in which the organization. * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.  4.14 List of stakeholder groups engaged by the organization.  4.15 Basis for identification and selection of stakeholders with whom to engage.  4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.  4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.  4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.  4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.  4.18 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.  4.19 Direct economic value generated and distributed including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.  4.19 Complete our corporate social responsibility: Dialogue with our stakeholders.  4.10 Complete our corporate social responsibility: Dialogue with our stakeholders.  4.11 Complete our corporate social responsibility: Dialogue with our stakeholders.  4.12 Complete our corporate social responsibility: Dialogue with our stakeholders.  4.13 Complete ou | 4.10             |   | Corporate information: Governance   | Complete           |                |
| 4.12 Externally developed economic, environmental, and social charters, principles, or other  Memberships in associations (such as industry associations) and/or national/international 4.13 advocacy organizations in which the organization: "Has positions in governance bodies;  | 4.11             |   | Corporate information: Risks  | Complete           |                |
| 4.13 advocacy organizations in which the organization: * Has positions in governance bodies;   | 4.12             | Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.                           | Compact Principles Customer satisfaction:   | Complete           |                |
| 4.15 Basis for identification and selection of stakeholders with whom to engage.  4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.  4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.  4.18 ECONOMIC INDICATORS  Economic performance  ECI Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other risks and opportunities for the organization's activities due to climate change.  EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change.  EC3 Coverage of the organization's defined happifit alan philitations.   | 4.13             | advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine | Compact Principles Customer satisfaction:   | Complete           |                |
| 4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.  4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.  6 Governance: Board of Directors; Our corporate social responsibility: Dialogue with our stakeholders  Complete social responsibility: Dialogue with our stakeholders, Our stakeho | 4.14             | List of stakeholder groups engaged by the organization.   |   | Complete           |                |
| and by stakeholder group.  4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.  6 Governance: Board of Directors; Our corporate social responsibility: Dialogue with our stakeholders, Our stakeholders. *A tento annually conducts surveys of satisfaction and organizational climate studies to understand and address the major issues of interest for the audiences.  ECONOMIC INDICATORS  Economic performance  EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.  EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change.  Corporate information: Risks; Environmental dimension  Complete dimension  Principle 4   | 4.15             | Basis for identification and selection of stakeholders with whom to engage.   |   | Complete           |                |
| how the organization has responded to those key topics and concerns, including through its reporting.  Social responsibility: Dialogue with our stakeholders, Our stakeholders. * Atento annually conducts surveys of satisfaction and organizational climate studies to understand and address the major issues of interest for the audiences.  ECONOMIC INDICATORS  Economic performance  EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.  EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change.  EC3 Coverage of the organization's defined benefit plan obligations.   | 4.16             |   |   | Complete           |                |
| Economic performance  EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.  EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change.  EC3 Coverage of the organization's defined benefit plan obligations.  EC3 Coverage of the organization's defined benefit plan obligations.  EC4 Coverage of the organization's defined benefit plan obligations.  EC5 Coverage of the organization's defined benefit plan obligations.   | 4.17             | how the organization has responded to those key topics and concerns, including through  | social responsibility: Dialogue with our stakeholders,<br>Our stakeholders. * Atento annually conducts survey<br>of satisfaction and organizational climate studies to<br>understand and address the major issues of interest | ·                  |                |
| Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.  EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change.  EC3 Coverage of the organization's defined benefit plan obligations.  EC4 Economic performance * There was no additional payment further to taxes to any government in any of our subsidiaries.  EC5 Prinancial implications and other risks and opportunities for the organization's activities dimension  EC6 Coverage of the organization's defined benefit plan obligations  | ECON             | OMIC INDICATORS   | To the dualences.   |                    |                |
| employee compensation, donations and other community investments, retained earnings, and payment further to taxes to any government in any of our subsidiaries.  EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change.  Coverage of the organization's defined benefit plan obligations.  Principle 7  Coverage of the organization's defined benefit plan obligations   | Econo            |   |   |                    |                |
| due to climate change.  Admension  Principle 4  FC3. Coverage of the organization's defined benefit plan obligations.  | EC1              | employee compensation, donations and other community investments, retained earnings,  | payment further to taxes to any government in   | Partial            | Principle 7    |
| EC3 Coverage of the organization's defined benefit plan obligations.  Compensations and benefits  Complete   | EC2              |   |   | Complete           | Principle 4    |
|  | EC3              | Coverage of the organization's defined benefit plan obligations.  | Compensations and benefits  | Complete           |                |

| G3.1 Co | ontent Index - GRI Application Level B   | Location of disclosure   | Level of reporting | Global Compact |
|---------|--|--|--------------------|----------------|
| EC6     | Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.  | Economic performance: Purchase model   | Complete           |                |
| EC7     | Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation                             | Our social commitment  | Complete           | Principle 6    |
| EC8     | Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.     | Our social commitment  | Complete           |                |
| Indire  | ct economic impacts  |  |                    |                |
| EC9     | Understanding and describing significant indirect economic impacts, including the extent of impacts.   | Economic performance: Service revenues divided by Brazil, Mexico and Spain in 2013 | Complete           |                |
| ENVII   | RONMENT INDICATORS   |  |                    |                |
| Energ   | у  |  |                    |                |
| EN3     | Direct energy consumption by primary energy source.  | Environment indicators   | Complete           | Principle 8    |
| EN4     | Indirect energy consumption by primary source.   | Environment indicators   | Complete           | Principle 8    |
| EN5     | Energy saved due to conservation and efficiency improvements.  | Environment indicators   | Complete           | Principle 8,9  |
| EN6     | Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives. | Environment indicators   | Partial            | Principle 7    |
| Wate    | r  |  |                    |                |
| EN8     | Total water withdrawal by source.  | Environment indicators   | Partial            |                |
| EN9     | Water sources significantly affected by withdrawal of water.   | Environment indicators   | Complete           |                |
| Biodi   | versity  |  |                    |                |
|         | Location and size of land owned, leased, managed in, or adjacent to, protected areas and wareas of high biodiversity value outside protected areas               | Environment indicators   | Complete           |                |
| EN14    |  | Our environmental impact   | Complete           | Principle 8    |
| Emiss   | ions, effluents and waste  |  |                    |                |
| EN17    | Other relevant indirect greenhouse gas emissions by weight.  | Environment indicators   | Completo           |                |
| EN22    | Total weight of waste by type and disposal method.   | Environment indicators   | Partial            |                |
| EN23    | Total number and volume of significant spills.   | Environment indicators   | Complete           |                |

| 3.1 Co  | ntent Index - GRI Application Level B   | Location of disclosure                                   | Level of reporting | Global Compa  |
|---------|---|--|--------------------|---------------|
| Transp  | portations  |  |                    |               |
| EN29    | Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.       | Our environmental impact                                 | Complete           | Principle 8   |
| SOCIA   | L INDICATORS  |  |                    |               |
| Emplo   | yment   |  |                    |               |
| LA1     | Total workforce by employment type, employment contract, and region, broken down by gender.   | Commitment with our team: The profile of our employees   | Complete           |               |
| LA2     | Total number and rate of new employee hires and employee turnover by age group, gender, and region.   | Labor indicators   | Complete           | Principle 6   |
| LA3     | Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.  | Commitment with our team: Compensations and benefits     | Complete           | Principle 2   |
| Labor   | / management relations  |  |                    |               |
| LA4     | Percentage of employees covered by collective bargaining agreements.  | Labor indicators   | Complete           | Principle 1,3 |
| LA5     | Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.   | Labor indicators   | Complete           |               |
| Occup   | ational health and safety   |  |                    |               |
| LA6     | Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advice on occupational health and safety programs. | Labor indicators   | Complete           | Principle 1   |
| LA7     | Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.  | Labor indicators   | Partial            | Principle1    |
| LA8     | Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.     | Commitment with our team: Prevention and Health Programs | Complete           | Principle 1   |
| LA9     | Health and safety topics covered in formal agreements with trade unions   | Labor indicators   | Complete           | Principle 1   |
| Educa   | tion and formation  |  |                    |               |
| LA10    | Average hours of training per year per employee by gender, and by employee category.  | Commitment with our team: Academic training              | Partial            |               |
| LA11    | Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.                            | Commitment with our team: Academic training              | Complete           |               |
| 1 4 4 2 |   | O 15 1 15 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1                  | Complete           |               |

| 3.1 <b>C</b> o | ntent Index - GRI Application Level B   | Location of disclosure  | Level of reporting | Global Compact    |
|----------------|---|---|--------------------|-------------------|
| Divers         | ity   |   |                    |                   |
| LA13           | Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.                                   | Corporate information: Governance; Commitment to our team: Labor indicators   | Complete           | Principle 1,6     |
| Huma           | n rights indicators   |   |                    |                   |
| Invest         | ment and procurement practices  |   |                    |                   |
| HR1            | Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.                           | Economic performance: Responsible purchasing,<br>Purchase Model; Our corporate social responsibility:<br>Global Compact Principles; Compliance and Human<br>Rights: Regulations | Complete           | Principle 1       |
| HR2            | Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken  | Economic performance: Responsible purchasing,<br>Purchase Model; Our corporate social responsibility:<br>Global Compact Principles; Compliance and Human<br>Rights: Regulations | Complete           | Principle 1       |
| 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.                                    | Compliance and Human Rights: Featured Programs  | Partial            | Principle 1,2,3,4 |
| Non-d          | iscrimination   |   |                    |                   |
| HR4            | Total number of incidents of discrimination and actions taken.  | Compliance and Human Rights   | Complete           | Principle1,2,6    |
| Child          | abor  |   |                    |                   |
| HR6            | Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.                              | There is no record of incidents in this area.   | Complete           | Principio 1,2,5,6 |
| Force          | l and compulsory labor  |   |                    |                   |
| HR7            | Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor: | Economic performance: Responsible purchasing  | Complete           | Principle 1,2,4,6 |
| Indige         | nous rights   |   |                    |                   |
| HR9            | Total number of incidents of violations involving rights of indigenous people and actions taken.  | No incidents of human rights violation were recorded.   | Complete           | Principle 1       |
| Evalua         | tion  |   |                    |                   |
| HR10           | Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.   | 0% of the operations have been subject to review by human rights issues.  | Complete           | Principle 1       |

| 3.1 Co  | ntent Index - GRI Application Level B  | Location of disclosure   | Level of reporting | Global Compa |
|---------|--|--|--------------------|--------------|
| Remed   | diation  |  |                    |              |
| HR11    | Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.  | No complaints related to human rights were reported  | Complete           | Principle 1  |
| Societ  | y dimension  |  |                    |              |
| Local o | communities  |  |                    |              |
| SO1     | PPercentage of operations with implemented local community engagement, impact assessments, and development programs.   | Our commitment to society: Featured programs   | Partial            |              |
| SO9     | Operations with significant potential or actual negative impacts on local communities  | Our commitment to society: Featured programs   | Complete           |              |
| Corrup  | otion  |  |                    |              |
| SO2     | Operations with significant potential or actual negative impacts on local communities.   | Compliance and Human Rights: Featured Programs   | Complete           | Principle 10 |
| SO3     | Percentage of employees trained in organization's anti-corruption policies and procedures.   | Compliance and Human Rights: Featured Programs   | Complete           | Principle 10 |
| SO4     | Actions taken in response to incidents of corruption.  | * Development of an Anti-Corruption Policy where effects are established in case of breach.              | Complete           | Principle 10 |
| Public  | Policy   |  |                    |              |
| SO6     | Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.   | There were no financial contributions delivered to political parties or related institutions by country. | Complete           | Principle 10 |
| Anti-c  | ompetitive behavior  |  |                    |              |
| SO7     | Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.  | Customer satisfaction  | Complete           | Principle 10 |
| Compl   | liance   |  |                    |              |
| SO8     | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.   | There were no sanctions.   | Complete           | Principle 10 |
| PRODI   | UCT RESPONSIBILITY   |  |                    |              |
| Custor  | ner health and safety  |  |                    |              |
| PR1     | Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures. | Customer satisfaction: Quality assurance, Quality certifications, Continuous improvement                 | Complete           |              |
| PR2     | Total number of incidents of non-compliance with regulations and voluntary codes   | Compliance and Human Rights: Regulations   | Complete           | Principle 1  |

| 3.1 Conter | nt Index - GRI Application Level B  | Location of disclosure                          | Level of reporting | Global Compact |
|------------|---|---|--------------------|----------------|
| Product an | nd service labelling  |   |                    |                |
|            | actices related to customer satisfaction, including results of surveys measuring stomer satisfaction.   | Customer satisfaction: Regulations              | Complete           |                |
| Marketing  | communications  |   |                    |                |
|            | ograms for adherence to laws, standards, and voluntary codes related to marketing mmunications, including advertising, promotion, and sponsorship.                                      | Customer satisfaction                           | Complete           |                |
| con<br>spo | cal number of incidents of non-compliance with regulations and voluntary codes incerning marketing communications, including advertising, promotion, and consorship by type of outcomes | Customer satisfaction                           | Complete           |                |
| Customer   | privacy   |   |                    |                |
|            | cal number of substantiated complaints regarding breaches of customer privacy<br>d losses of customer data.   | Customer satisfaction: Transition to the future | Complete           | Principle 1    |
| Compliance | e   |   |                    |                |
| PR9 Mo     | onetary value of significant fines for non-compliance with laws and regulations   | There were no sanctions.                        | Complete           |                |

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Corporate Social Responsibility Report 2013
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