2012 SUSTAINABILITY REPORT A BUSINESS IMPERATIVE

GOVERNANCE

Alcatel-Lucent is compliant with the AFEP-MEDEF Code of Corporate Governance for listed corporations. The principles of the code govern, among other things, the operating rules of our Board of Directors and its committees. The code is based on specific principles that also largely underpin our corporate governance policy as those principles are in line with the organization, the status and the means of the company, unless otherwise mentioned.

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27% WOMEN ON THE BOARD OF DIRECTORS

OUR SUSTAINABILITY PRINCIPLES ARE ESSENTIAL PART OF CORPORATE GOVERNANCE

100% OF KEY RISKS COVERED BY MITIGATING ACTIONS

1 BOARD OF DIRECTORS GOVERNANCE SYSTEM

1.1 Separation of functions

Alcatel-Lucent operates according to the 'monist' system, meaning that it is managed by a Board of Directors. The duties of the Chairman of the Board and those of the CEO have been separated since 2006. Philippe Camus has been Chairman since October 1, 2008, and Ben Verwaayen has been CEO since September 15, 2008.

Following the renewal of their terms of office at the Annual Shareholders' Meeting in 2010, our Board of Directors confirmed the principle of separation of Chairman and CEO functions and reappointed Philippe Camus as Chairman of the Board of Directors.

On February 6, 2013, the Board of Directors acknowledged Ben Verwaayen's decision not to request the renewal of his terms of office as Director and CEO.

HIGHLIGHT

Alcatel-Lucent's Board of Directors appointed Michel Combes as the Company's new Chief Executive Officer, effective April 1, 2013, for a term of office also expiring at the end of the Shareholders' Meeting deliberating on the financial statements for fiscal year 2015.

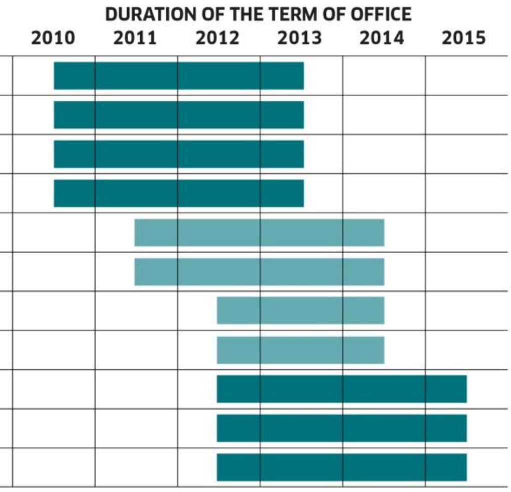
In addition, Michel Combes was appointed director by the Shareholders' Meeting held on May 7, 2013 for a three-year term of office, i.e., until the shareholders' meeting which will be held to approve the financial statements for fiscal year 2015.

**For more information, please see Form 20-F,
Section 7.1.1 "Principles of Organization of Our Company's Management".**

1.2 Staggered Board: Membership and diversity

As of March 7, 2013, our Board consists of 11 Directors, three of whom are women, representing six different nationalities, and the average member age is 62. The term of office is three years and, in compliance with the AFEP-MEDEF Code, the renewal of the Directors' terms of office is staggered in order to avoid replacing the entire Board of Directors. One third of the Board of Directors members will be renewed each year starting in 2013.

DIRECTORS	OFFICE	AGE	INDEPENDENCE	NATIONALITY
Mr. Camus	Chairman	64	No	French
Mr. Verwaayen	CEO	61	No	Dutch
Ms. Cico	Director	52	Yes	Italian
Mr. Monty	Director	65	Yes	Canadian
Mr. Bernard	Director	67	Yes	French
Ms. Goodman*	Director	47	Yes	American
Lady Jay	Director	66	Yes	British
Mr. Spinetta	Director	69	Yes	French
Mr. Eizenstat	Director	70	Yes	American
Mr. Hughes	Director	64	Yes	American
Mr. Piou	Director	54	Yes	French



* Kim Goodman was co-opted at the Board meeting held on December 5, 2012, in replacement of W. Frank Blount for the remainder of his term of office.

The Board of Directors includes two Board observers ("*censeurs*"). The two Board observers are both Alcatel-Lucent employees, or from an affiliate, and members of an Alcatel-Lucent mutual fund (in French, "*fonds commun de placement*").

The Board observers participate at the Board meetings on a consultative basis. They have access to the same information as that submitted to the Board of Directors. Their term of office is three years with staggered renewal.

2012 ACHIEVEMENTS

The Board of Directors continued to ensure company compliance with the provisions of the January 27, 2011 law concerning the balanced representation of men and women at boards of directors, namely by submitting to the Shareholders' Meeting first the cooptation, then the ratification of appointment by cooptation of Ms. Kim Crawford Goodman as a director.

The Board of Directors will hence include three women, representing 27% of the directors.

For more information, please see Form 20-F, Section 7.1.2 "Management Bodies of the Company".

1.3 Selection criteria and independence of the Directors

The appointment of new Directors must comply with the selection rules applied by our Corporate Governance and Nominating Committee. In broad terms, the Board of Directors aims to combine a range of diverse skills and expertise capable of supporting the company's high-technology businesses, and sufficient financial expertise to enable the Board of Directors to make informed and independent decisions about financial statements and compliance with accounting standards. Special attention is also paid to the quality and the complementary nature of the careers of the Directors, in terms of location, duties performed and their business sector.

The independence criteria chosen by the Board of Directors are based on the AFEP-MEDEF Code: "A director is independent when he or she has no relationship of any kind whatsoever with the corporation, its group or the management of either that is such as to color his or her judgment."

At the February 6, 2013 meeting, our Board of Directors re-examined the situation of each Director with respect to the independence criteria of the AFEP-MEDEF Code and the NYSE rules. It determined that nine of the 11 Directors are independent, i.e., all the Directors except the Chairman of the Board and the CEO. Indeed, according to the AFEP-MEDEF Code they could not be considered to be independent since one of the independence criteria stipulated by the AFEP-MEDEF Code is that a Director "must not be […] an executive director" ("*dirigeant mandataire social*" in French).

**For more information, please see Form 20-F,
Section 7.1.2 "Management Bodies of the Company".**

1.4 Ethics and absence of conflicts of interest

Each Director (and Board observer) undertakes to comply with the rules of conduct set out in the Directors' Charter, in particular concerning the compliance with any applicable securities laws, as well as with the rules of our Alcatel-Lucent Insider Trading Policy, designed to prevent insider trading. This policy sets limited periods outside of which transactions involving our company's shares are not authorized, the minimum number of shares that each director must hold, and an obligation to notify the *Autorité des Marchés Financiers* (the French securities regulator) of any personal transactions involving Alcatel-Lucent shares.

In accordance with the Directors' Charter, a Director must notify the Board of any actual or potential conflict of interest. To the knowledge of our Board of Directors, none of our Directors are in such a situation. Lady Sylvia Jay abstained from voting on a Board decision concerning the appointment as financial advisor of a company that is a member of a group of which Lady Sylvia Jay is also Director. There are also no family relationships between members of the Board of Directors and senior management and no arrangement or agreement with a shareholder, client, supplier or any third-party pursuant to which a member of our Board of Directors or of our Management Committee was appointed in such capacity or as CEO of the Company.

**For more information, please see Form 20-F,
Section 7.1.2 "Management Bodies of the Company".**

1.5 Board duties

In addition to matters related to its legal or regulatory function, the Board of Directors regularly decides upon the company's strategic orientations and the main decisions affecting its activities. It also analyzes the outlook resulting from the research and development activities of the Group and gives input on the main technology options chosen. Furthermore, the Board monitors the company's economic and financial management, and authorizes financial transactions that have a significant impact on its accounts.

The Operating Rules of the Board of Directors specify the conditions according to which the Directors exercise their functions and, in particular, the thresholds above which the decisions of the CEO are subject to the prior approval of the Board of Directors.

**For more information, please see Form 20-F,
Section 7.1.3 "Powers and Activity of the Board of Directors".**

2 BOARD EFFECTIVENESS AND TRANSPARENCY

2.1 Dialogue with Directors

Pursuant to the Operating Rules that govern its operation, our Board of Directors meets at least once every quarter. However, in practice, the Board of Directors meets more frequently, illustrating the commitment of its Chairman and the Directors vis-à-vis our Company.

Board meetings are usually held at the Alcatel-Lucent head office in Paris, or in the United States at Murray Hill (New Jersey), the head office of Alcatel-Lucent USA Inc. However, meetings can also be held regularly at other company sites with a view to facilitating dialogue between executives, employees and Directors, and enabling our Directors to better understand both the company's wide range of business activities, as well as the specific challenges in its main markets.

The Directors may also seek the opinion of company senior management on any subject they deem appropriate, meet with them in an informal way at the meetings held before the Board of Directors meetings. The Directors also regularly meet with the company's employees, in particular with those with strong career potential.

**For more information, please see Form 20-F,
Section 7.1.3.2 "Organization of Board Meetings".**

2.2 Board's information and works

To assist them in the performance of their duties, the members of the Board receive all relevant information regarding Alcatel-Lucent, in particular, the financial analysis reports. This information is available to the Directors via a secure Intranet site dedicated to the Board members.

The Board of Directors has four specialized committees that report to it concerning the subjects presented to them: Audit & Finance; Corporate Governance & Nominating; Compensation; and Technology. The attendance rate to the Board and its Committees for fiscal year 2012 is globally satisfying:

BOARD AND COMMITTEE MEETINGS IN 2012	BOARD OF DIRECTORS	AUDIT AND FINANCE COMMITTEE	CORPORATE GOVERNANCE AND NOMINATING COMMITTEE	COMPENSATION COMMITTEE	TECHNOLOGY COMMITTEE
Overall attendance rate	94%	92%	100%	100%	100%

**For more information, please see Form 20-F,
Section 7.1.3.2 "Organization of Board Meetings".**

2.3 Assessment of the Board's own work

The Board carries out an annual assessment of its own work in accordance with the AFEP-MEDEF Code, as well as of the performance of the Executive Directors, and at least once every two years, its performance is assessed by an independent consultant in compliance with our Operating Rules.

In compliance with the AFEP-MEDEF Code and with our Operating Rules, the Board performed an annual assessment of its own work at the beginning of 2012, with the assistance of an external consultant. The results of this assessment were reviewed by the Board in March 2012. They confirmed that the Board and its Committees function in a satisfactory manner, that there is complementarity and cohesion between the Directors, and that the dialogue between the Directors and the management is dense and of quality. It further highlighted improvements that could be made, in particular regarding the distribution of tasks between the Board and the Committees, and the implementation of sessions dedicated to certain strategic questions.

The Board performed an annual assessment of its own work at the beginning of 2013. The results of this assessment were reviewed by the Board on March 7, 2013. They confirmed the conclusions of the in-depth evaluation conducted last year, as well as the complementary skills of the Board members, and highlighted the strong dedication of the Directors in the mains steps of the company's transformation.

**For more information, please see Form 20-F,
Section 7.1.3.3 "Activity of the Board of Directors in 2012 and 2013".**

2.4 Communication with the Shareholders

The Board of Directors also ensured that the shareholders were kept properly informed. This included a detailed presentation of Alcatel-Lucent's situation and its governance by the Chairman and the CEO at the Shareholders' Meeting on June 8, 2012. The Board of Directors also ensured that investors and the public were properly informed, as required under French and U.S. stock exchange regulations.

**For more information, please see Form 20-F,
Section 7.1.3.3 "Activity of the Board of Directors in 2012 and 2013".**

3 SENIOR MANAGEMENT REMUNERATION

3.1 Principles

Compensation for the Executive Directors is established in accordance with the recommendations of the AFEP-MEDEF Code. Based on the recommendation of the Compensation Committee, the Board of Directors determines all compensation and long-term benefits awarded to the Chairman of the Board and the Chief Executive Officer.

Regarding 2013, without putting into question the fundamental principles framing these mechanisms, which are explained in the following sections, the Board of Directors decided not to put in place at this point a performance share or a stock option annual plan for the employees, Executive Directors, and company senior management, in particular in view of market conditions.

Proposals for the compensation of the Chairman and of the Chief Executive Officer, as well as of the Directors and key executives, are established under the responsibility of the Compensation Committee. It evaluates all compensation paid or attributed to them, including compensation relating to retirement, and other benefits of any nature. It also reviews the policies relating to the grant of stock options and performance shares to the Group's Executive Officers, and in particular to members of the Management Committee.

However, the Executive Directors advised the Board of Directors of their decision to relinquish any performance share or stock option grants in 2013 for fiscal year 2012, in order to show their personal commitment in favor of Alcatel-Lucent's recovery and to take into account the 2012 fiscal year results.

3.2 Executive Directors

The Board of Directors ensures a balance between the various components of the Executive Directors' compensation (fixed and variable compensation, stock options and performance share awards, and additional pension benefits, if any). It also ensures that these components comply with the principles of comprehensiveness and clarity, balance and reasonableness, benchmarking and consistency set forth in the AFEP-MEDEF Code.

The total annual compensation of the Chairman of the Board consists of a fixed annual compensation paid in cash and share-based compensation, in line with the practices of companies in Alcatel-Lucent's main reference markets.

In application of the AFEP-MEDEF Code, the evaluation of the performance of the Chairman of the Board must not only be based on quantitative criteria, but must also consider the work performed and results obtained, as well as the specific responsibility assumed by the Chairman within the company. The acquisition of performance shares for fiscal year 2011 by the Chairman of the Board were subject to the satisfaction of one quantitative criterion equal to 30% of the performance evaluation, and of qualitative criteria equal to 70% of the performance evaluation.

The total annual compensation of the Chief Executive Officer, like that of all Alcatel-Lucent managers and executives, consists of a fixed portion and a variable portion, plus a long-term benefit. The variable compensation is determined each year by the Board of Directors according to pre-defined performance criteria.

The Chief Executive Officer received, in 2011, 2010 and 2009, long-term compensation consisting entirely of stock options and 100% subject to the performance conditions described below, as recommended by the AFEP-MEDEF Code.

The Chief Executive Officer is not entitled to any severance payment, even upon forced termination resulting from a change in control or strategy.

The compensation policy for our Executive Directors was determined by the Board of Directors, taking into account the difficult situation — both in terms of markets and technologies — that Alcatel-Lucent experienced in mid-2008, at the time of their appointment, and the challenges they agreed to meet at that time. The table below reflects the main criteria adopted:

	FIXED COMPENSATION	VARIABLE COMPENSATION	PERFORMANCE SHARES	STOCK OPTIONS
Chairman[1]	Individual skills		Individual performance: 70% of the grant; Performance of Alcatel-Lucent's shares: 30% of the grant	
CEO[2]	Individual skills	Financial criterion		Performance of Alcatel-Lucent's shares: 50% of the grant; Financial criterion: 50% of the grant
	SHORT TERM PERFORMANCE		LONG TERM PERFORMANCE	

[1] No performance share grant for fiscal year 2012.
[2] No stock option grant for fiscal years 20122 and 2012.

3.3 Executive Committee

The remuneration of the members of the Executive Committee consists of a fixed portion and a variable portion based on the company's performance criteria reviewed by the Compensation Committee, identical to those applicable to all executives and a large number of Company managers, and on their individual performance.

3.4 Members of the Board of Directors

The only compensation paid to the Directors by Alcatel-Lucent is directors' fees. The directors' fees, in application of the Board of Directors' Operating Rules, consist of (i) a fixed portion for performing their duties on the Board of Directors and, where relevant, on one of the Boards' Committees, and (ii) a variable portion for their attendance at the various meetings, in compliance with the AFEP-MEDEF Code. Additional directors' fees are equally allocated among the Directors, subject to the investment in Alcatel-Lucent shares of the amount granted as additional fees after taxes and to the holding of the acquired shares during the duration of the term of office as director. The Chairman of the Board of Directors and the CEO do not receive any directors' fees.

For more information, please see Form 20-F, 7.1.2 "Management Bodies of the Company", Sections 7.2.2.2 "Chairman of the Board of Directors", 7.2.2.5 "Chief Executive Officer" and 7.2.2.8 "Management Committee".

4 SUSTAINABILITY

The principles of sustainability are an essential part of our corporate governance. The Board of Directors supports the company's initiatives that cover a scope beyond the limited part of what is meant by 'sustainability'.

The Board of Directors is kept regularly informed of sustainability proceedings that are reported by the different organizations within Alcatel-Lucent to the Board's Committees: the Technology Committee is concerned by the areas of the environment; the Audit & Finance Committee by the conformity and risks management areas; and the Board by the strategy and human resources fields.

The Sustainability Council meets four times a year to review the company's sustainability strategy and performance, providing oversight to the Board of Directors via the aforementioned Board Committees.

For more information about our sustainability approach

5 INDEPENDENCE OF STATUTORY AUDITORS AND INTERNAL AUDIT

External auditor fees are closely monitored and controlled. Their budget is approved by the Audit and Finance Committee, and a process has been established in order to approve additional audit services fees (audit-related or not audit-related). It has to be noted that services (not audit-related) rendered by the two statutory auditors in 2011 represent less than 5% of the total amount paid to our two external audit firms.

The Corporate Audit function is in charge of all internal audit engagements as well as the Sarbanes-Oxley Project Management Office. In accordance with the Audit Charter, CAS has full access to all areas of the organization to accomplish its mission. With a team of approximately 45 people, the Chief Audit Executive reports to the Audit & Finance Committee and CFO on the status of the audit plan and specifically on the effectiveness of the internal controls of reviewed domains (including notably Sarbanes- Oxley compliance, and results of anti-corruption reviews). The audit results and the follow up of the audit recommendations made by the audit team are regularly shared with the Audit & Finance Committee.

In 2012, the internal audit department was certified by the IFACI (French branch of the Institute of Internal Auditors – IIA), recognizing the team's professionalism. This certification, granted by external experts, confirms that the internal audit function is independent and objective; is competent and rigorous; focuses on areas of major importance for the organization; constantly strives to optimize the quality of services rendered; and plays an active role in the company's governance practices.

**For more information, please see Form 20-F,
Section 3.1 "Global System of Internal Control and Risk Management".**

6 E-NOTICE OF MEETING AND E-VOTE FOR THE 2013 SHAREHOLDER'S MEETING

Alcatel-Lucent proposes to send notices of shareholder meetings by email and enable votes via Internet as a sign of commitment to eco-sustainability.

Shareholders who have agreed to this will receive the notice of meeting by email with a link to a dedicated and secure website where they can access and download the Board's report on resolutions and the Shareholders' Meeting notice, and can cast their vote.

A similar system also exists for the holders of American Depositary shares (ADS)* with access to the voting materials via a dedicated website. The company has produced a lightweight notice of meeting in compliance with the applicable law that authorizes the sending of a two-page important notice with access to a dedicated website for the Shareholders' Meeting and to receive, if requested, a paper copy of the documents regarding this meeting.

* An ADS represents one underlying ordinary share, and allows U.S. investors to have easier access to non-U.S. corporate issuers.

7 OUR APPROACH TO RISK AND CRISIS MANAGEMENT

7.1 Enterprise Risk Management

Enterprise Risk Management (ERM) at Alcatel-Lucent is built on a comprehensive framework covering 80 risks in the areas of operations, finance, strategy, human resources, security, and legal and compliance. Topics related to sustainability — for example, respect for human rights, anti-corruption, raw material prices and environmental regulations — are either addressed directly or nested within the risk catalogue.

For more information

2012 ACHIEVEMENTS

In 2012 we focused on the ongoing maintenance of our comprehensive ERM process, which encompasses risk identification, prioritization and mitigation. This prepared the ground for ERM adaptations and enhancements under our new operating model. Our achievements in 2012 included:

1. APAC risk map updated in 2012. Due to the new operating model put in place on January 1, 2013, the ERM 2013 updates for EMEA and Americas will be replaced by an enhanced corporate-wide ERM deliverable that will include regions.
2. Updating of our corporate-level ERM risk map.
3. Definition and quarterly monitoring of mitigating actions. In 2012, 82 mitigating actions covering 100% of our key risks were defined, implemented and monitored.
4. Completion of a global ERM review by the Audit & Finance Committee on March 13, 2012, supported by quarterly reporting on the status of ERM action plans. A review by the Board of Directors was conducted on March 14, 2012.

Our ERM approach gives enterprise-wide visibility to the impact of all types of risks on processes, activities, stakeholders, products and services. It allows us to define effective and sustainable risk responses through:

- Risk identification and evaluation
- Setup and capture of mitigating actions for key risks

We prioritize the most significant risks according to:

- Severity of impact
- Likelihood of occurrence
- Control effectiveness

Prioritized risks identified as warranting particular attention (based on consolidated ERM results and input from select corporate stakeholders) are communicated to and reviewed annually by the Board of Directors and its Audit & Finance Committee. ERM disclosure is reconciled with 20-F risk factor disclosure.

7.2 ERM governance and compliance

The Head of Group Treasury, who reports directly to the Chief Financial Officer, a member of the Management Committee, reviews our ERM program for the Board of Directors and its Audit & Finance Committee. Within Group Treasury, the Head of Risk & Insurance owns the ERM process.

In place for more than a decade, our ERM program complies with the integrated COSO II framework (which allows companies to structure all kinds of risks and organize appropriate mitigating actions) and aligns with the recommendations of the Autorité des Marchés Financiers and the *Sarbanes-Oxley Act*.

Corporate risk owners and associated mitigating actions are identified for each key risk. Actions can be either recurrent (control activities) or corrective (ad hoc). Action plans are monitored on a quarterly basis via specific indicators. The risk owner works with the corresponding Management Committee member or his/her direct reports.

Risks and the status of mitigating actions are submitted quarterly to Group Treasury and Corporate Audit Services. Reporting on key risks and mitigating actions is complemented, where relevant, by the presentation of hot risk topics that ensures our perspective on risks remains current.

In 2012, our risk mitigation programs placed particular focus on contingencies and financial risks associated with our suppliers, and liquidity risks linked to the Eurozone crisis.

HIGHLIGHT

Minimizing supply chain contingencies

The natural catastrophes of 2011 — including the earthquake and tsunami in Japan and flooding in Thailand — highlighted the ways modern supply chains are vulnerable to natural hazards. To improve the resiliency of our supply chain, we updated and expanded our portfolio analysis of windstorm, earthquake and flood exposures in 2012 to include third-party locations and revenue streams. This was complemented by an evaluation of recovery times for the hardware supply chain for our most profitable products.

For more information on our supply chain

Alcatel-Lucent enforces a policy to minimize industrial risks in order to avoid high-frequency occurrences and control the impact of potentially serious losses. More than 65% of our total insured values are classified as 'highly protected risks' (HPRs).[1] Contingencies and interdependencies linked to internal and external manufacturing and logistics nodes are continuously analyzed, and corrective risk engineering is conducted throughout our supply chain organization for the benefit of customers, employees, suppliers and stakeholders.

7.3 Business continuity and crisis management

2012 ACHIEVEMENTS

1. Achieved business continuity plan coverage of more than 90% (up from 69% in 2011) of all identified critical functions with our consolidated, enterprise-wide BCM program by end of year (i.e., developed a mature BCM program).
2. Conducted a crisis management exercise for the Europe, Middle East and Africa region in June 2012.

Integrated into ERM, our enterprise-wide Business Continuity Management (BCM) program is designed to enable the continuation of business-critical functions such as product delivery, installation and technical support — and our ability to meet customer expectations — during significant business disruptions. BCM is closely linked to and supports our corporate crisis-management process.

In 2012, Alcatel-Lucent completed a four-year initiative to establish a standard format and centralized repository for its business continuity plans. These plans are integrated for coverage throughout the company, and are activated if and when needed. Currently, plans cover more than 90% of all identified critical functions — achieving our objective for developing a mature BCM program. The focus for 2013 will be to maintain plan coverage to sustain BCM program maturity.

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[1] An HPR is a facility at which exposure to loss due to natural hazards (e.g., earthquakes, floods, windstorms) and industrial risks (e.g., fire) has been reduced to an acceptable level through all reasonable human elements (to avoid high-frequency risks) and physical protection measures (to reduce high-impact risks).

Our BCM program is complemented by a robust corporate crisis-management process approved by the CEO. This process establishes an integrated approach to incident management in crisis situations and provides the framework for efficient interaction between local, national, regional, corporate and external stakeholders.

The Corporate Crisis Management team is activated during a major event that threatens people security, company image, customer satisfaction or business continuity. It provides guidance for events such as country evacuation, serious injury or fatality, data breach, natural disaster, pandemic or geopolitical crisis.

HIGHLIGHTS

Ensuring business continuity

On August 7, 2012, Alcatel-Lucent employees at the Ottawa, Canada campus were greeted by a fleet of fire trucks in the parking lot as they arrived for work. A melted electrical transformer core generated smoke and interrupted power, closing the campus to employees. Both the Global Welcome Center and the HR Service Center activated their business continuity plans and were able to operate offsite with no interruption to business. The Facilities team worked tirelessly to manage the situation and secure a backup generator so the campus could reopen the following day.

Maintaining continuity during natural catastrophes

Various business continuity plans were successfully activated for Hurricane Sandy, which caused facility closures and power outages throughout the northeastern United States in late October and early November 2012. As part of our commitment to continuous improvement, 'Lessons Learned' sessions were held after each incident to help improve risk response.

7.4 Contingency plans for environmental and sustainability-related risks

Real estate business continuity plans (BCPs) address environmental risks not as specific threats but rather as risk responses to the loss of critical functions. A total of 80 real estate facilities plans are currently in place. These plans target locations with more than 500 employees (or more than 200 employees in areas with elevated risks, such as locales prone to earthquakes or political volatility) and cover all critical real estate functions identified for a given location.

With some exceptions, BCPs are not developed per threat but instead per critical function. Therefore, BCPs respond to any threat to any system that becomes material, including environmental risks. Some plans — both centrally managed plans within the corporate crisis management process and local emergency response plans — respond to particular hazards such as earthquakes and pandemics.

Regarding compliance, ethics and human resources management, key risks are identified in the ERM, requiring dedicated mitigating actions to ensure continuity and avoid contagion or rapid deterioration. Dedicated procedures, business continuity and crisis-management plans are put in place to manage the appropriate response to identified key risks.