



# INTEGRATED REPORT 2018

# Bringing innovation to all



**T**he fast pace of technological change has disrupted norms, skills and, more broadly, the role of people within organizations.

At Capgemini, we believe that innovation is made by people for people. Investments in technology are only relevant when they are combined with the emotional intelligence and behavioral agility of women and men. It is through this lens, and by relying on the rich diversity of our 211,300 employees, that we create solutions matching our clients' needs for transformation and sustainable performance.

Our main purpose is to be the bridge between business and technology, and, as a technology-enabled transformation leader, to also serve society. This requires us to reinvent ourselves continually, develop the best talents, and expand the range of our skills.

As a responsible leader, we are convinced that innovation provides a tremendous opportunity to build sustainable and positive futures, while inspiring the

women and men who will invent what is to come. It also helps to address some challenges facing society in the decades ahead. Our mission is to help our customers improve their competitiveness and agility, but also imagine and build the businesses of tomorrow.

For the second year in a row, we are publishing an Integrated Report that aligns with the <IR> Framework, as published by the International Integrated Reporting Council (IIRC). It outlines our vision of innovation: one that is both human and responsible.

**Paul Hermelin**, Chairman and CEO  
**Christine Hodgson**, Corporate Social Responsibility  
**Hubert Giraud**, People Management and Transformation  
**Rosemary Stark**, Sales

Please feel free to share your comments by contacting us at the following address:  
[integratedreporting@capgemini.com](mailto:integratedreporting@capgemini.com)

**On the cover:**  
 Escape: "a playground of ephemerality"

**Thukral and Tagra**  
 2018, Exposition Vision Exchange: Perspectives from India to Canada,  
*Art Gallery of Alberta, Canada.*  
 Oil on canvas

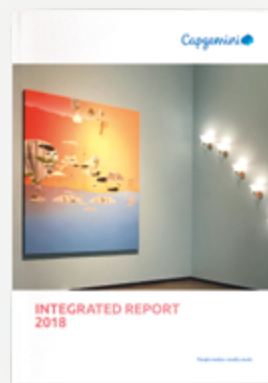


## Connect with us

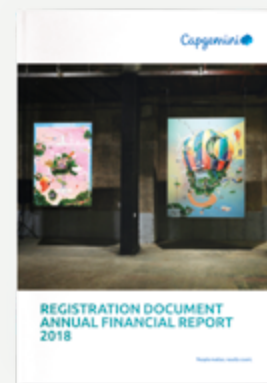
Discover the digital version of our 2018 reports:  
[reports.capgemini.com/2018/en/](https://reports.capgemini.com/2018/en/)



The Annual Report outlines Capgemini's primary activities and the major events from the previous business year. Combining interviews and analysis, it retraces the transformations that have impacted our activities and our ambitions.



The Integrated Report describes how Capgemini's strategy, governance and organization create long-term financial and extra-financial value for the Group and its stakeholders.



The Registration Document provides complete legal, economic, financial, and accounting information about our activities, together with analysis of the company's results and future prospects.



### ADDITIONAL RESOURCES

Our website  
[capgemini.com](https://capgemini.com)

Investors' section  
[investors.capgemini.com](https://investors.capgemini.com)

Careers section  
[capgemini.com/careers](https://capgemini.com/careers)

Insights and news  
[capgemini.com/insights-and-news](https://capgemini.com/insights-and-news)

CSR  
[capgemini.com/corporate-responsibility](https://capgemini.com/corporate-responsibility)

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Capgemini

# A Leader for Leaders

Capgemini is a global leader in consulting, technology, and digital transformation services.

The Group presents companies and organizations with the best opportunities offered by technology. Our mission is to help our customers improve their competitiveness and agility, but also to imagine and build the businesses of tomorrow.



## €13.2bn

2018 revenue

## We are

### Passionate talents...

— We are a diverse, multicultural, and global Group within an agile organization. Our clients benefit from a full line of expertise to invent, develop, and implement innovative and optimized solutions that enable them to secure and accelerate their transformation.



## 211,300

employees in more than 40 countries  
drawn from over 120 nationalities  
as of December 31, 2018

### ... Sharing the same values and same enthusiasm

— For more than 50 years, we have held to our conviction that the business value of technology comes from and through people. Our slogan “People matter, results count” governs the way we work and differentiates the manner in which we carry out our business. Our entrepreneurial culture and ethical practices, with both our clients and partners, are inspired and guided by our **seven core values**:



## We offer

### A portfolio of services integrating the best technologies

— We deploy a wide range of business, industry, and technological expertise to meet the challenges faced by our clients. We maintain strong relationships with leading technology partners so that our clients can benefit from the most advanced innovations as they tackle their toughest challenges.

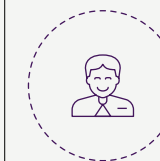


## 73%

of the 200 largest public companies on the Forbes Global 2000 List are our clients

### An approach built on collaboration

— Collaboration is a central part of how we carry out our activities. Our experts join their strengths with those of our clients and partners to form a single, unified team. We apply this team spirit to all of our projects, with a commitment to mutual success.



## 95%

of our turnover comes from existing clients

### Positive futures

— Being a leader whose expertise has a positive impact on the world structures our approach to ethical and responsible business. Together with our employees, partners, and clients, we develop solutions that respond to the social and environmental challenges of our time.



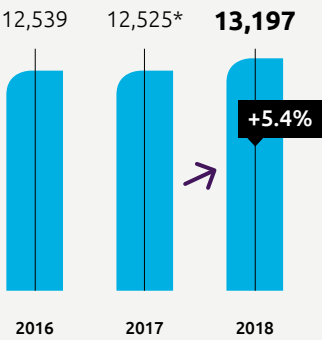
### Architects of Positive Futures

- Diversity
- Digital inclusion
- Environmental sustainability

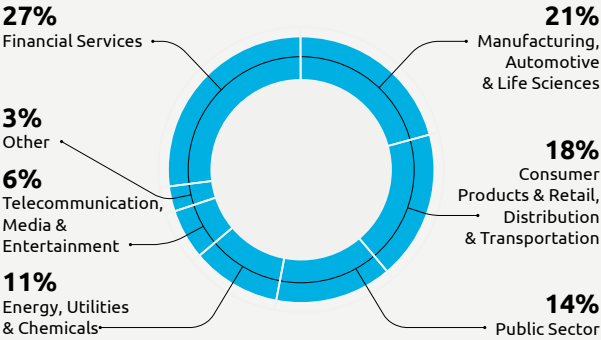


# Key figures

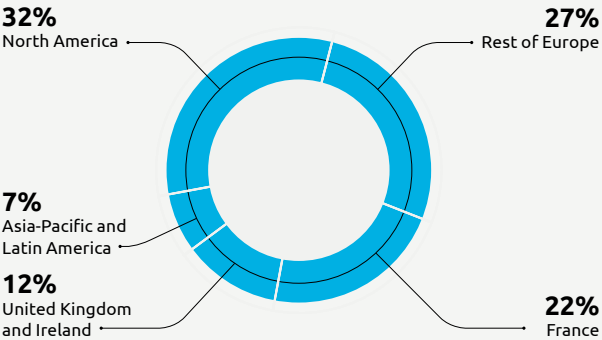
Revenue  
in millions of euros



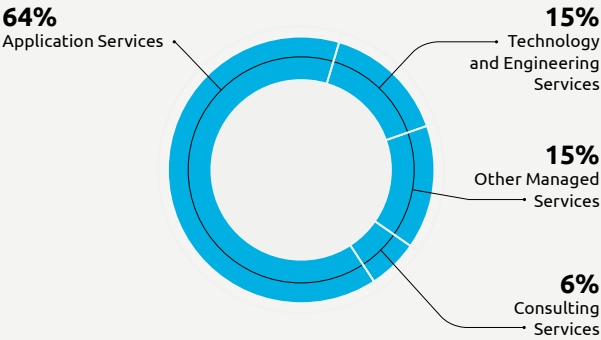
Revenue by sector  
in percentage



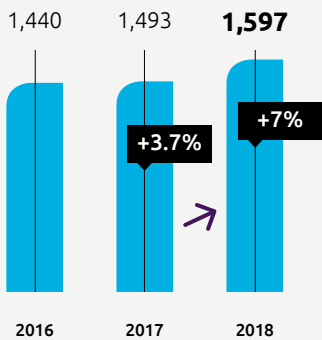
Revenue by region  
in percentage



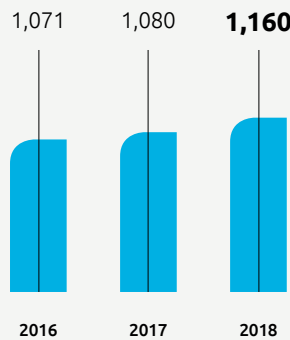
Revenue by business  
in percentage



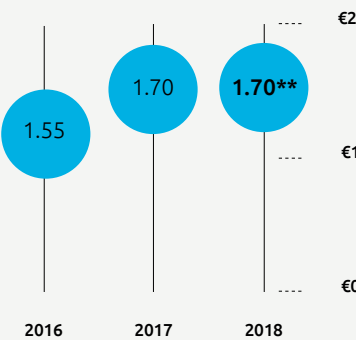
Operating margin  
in millions of euros



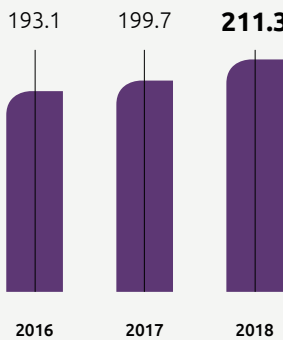
Organic free cash flow  
in millions of euros



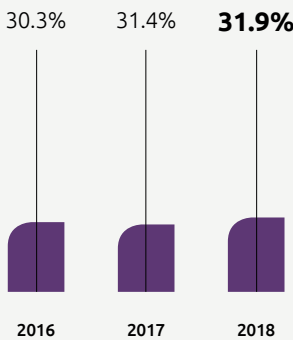
Dividend per share  
in euros



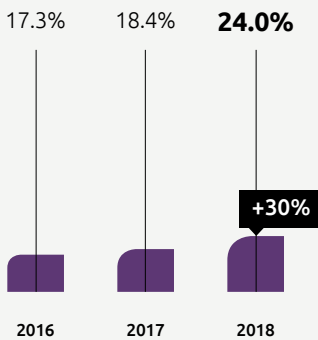
Total headcount  
in thousands



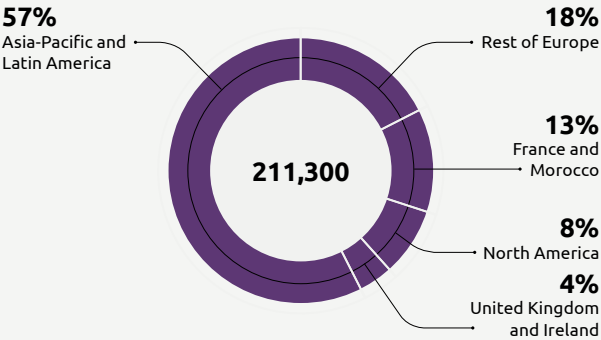
Percentage of women  
in the headcount  
in percentage



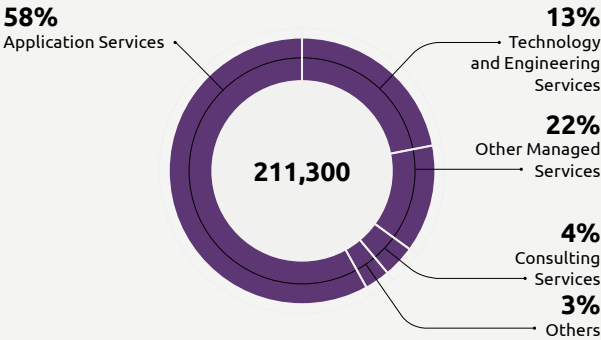
Percentage of new Vice-Presidents who are women  
in percentage



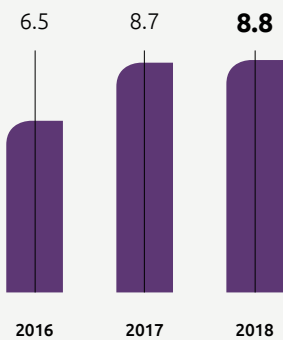
Workforce by geography  
in percentage



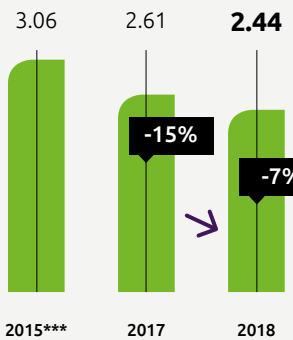
Workforce by business  
in percentage



Hours of training  
in millions



Greenhouse gas emissions  
in tCO<sub>2</sub>e per head



64%  
of our social projects concern digital inclusion

2.5 million  
Number of shares applied for under the fifth employee share ownership plan, completed in 2018

\* 2017 revenue restated IFRS 15. Our 2017 revenue was €12,792 million.  
\*\* Subject to approval by the Combined Shareholders' Meeting of May 23, 2019.

\*\*\* 2015 is the benchmark year for our target to reduce our carbon footprint (-20% by 2020).

# Capgemini: human, passionate, and innovative

Using our experts, operational excellence, innovative assets, and added-value partnerships, we link technology, business and society to deliver sustainable value to all stakeholders and the communities in which we operate.

We **leverage** technology, social and business trends



**Explosion of new technologies**



**Cybersecurity**



**Talent race**



**Working with purpose**



**Climate change**



**Digital divide**

We **engineer** value

Through our in-depth understanding of client needs...

- Integrate industry specificities
- Respond quickly to changing market dynamics
- Identify and increase next-gen revenues (by addressing CxOs' business needs at our clients, with always more digitalization)
- Secure and accelerate business transformation
- Modernize IT infrastructures and applications
- Capture the value of the right technology
- Foster global competitiveness

... our specific way of doing business...

- A culture that's human-centric, passionate, and deeply ethical
- A seamless delivery by one team, anytime, anywhere
- A combination of the most relevant strategic and emerging partnerships, in particular our Applied Innovation Exchange
- A continuous entrepreneurial spirit fostering innovation
- Business and technology expertise through integrated teams
- The best young and experienced talent tied to aspirational development paths
- Collaborative methods and knowledge

... and with our resources.

**Human resources**

- **211,300 talented employees in 40+ countries:** seasoned specialists and young graduates from top business and engineering schools, and universities
- Enhanced expertise and reskilling in our in-house top notch training centers (Capgemini University)

**Industrial**

- Global delivery model
- Resource management tool
- Global Quality Management System

**Intellectual**

- Innovative solutions
- Our Collaborative Business Experience™ approach to working with clients

**Social and relationship**

- A worldwide ecosystem of diverse business and academic partners

**Financial**

- **€1.160bn** free cash flow generation
- **€461m** cash invested in digital and innovation acquisitions
- A strong balance sheet, with a low net debt (**€1.184bn**)

We **deliver** value

As a technology-enabled transformation partner and leader, we enable our clients to achieve innovation and sustainable competitiveness by deploying relevant technologies and business expertise. We deliver solutions in:



**Consulting – Strategy and Transformation**



**Application Services**



**Technology and Engineering Services**



**Managed Services**

**Clients**

- Our top 10 clients represent **15%** of revenue
- **4.2/5:** client satisfaction level through regular assessment of our clients' expectations defined by contractual deliverables

We **share** outcomes

**People**

- Increase of employability through industry and technology experiences

**Business & technology partners**

- More than **50%** of our bookings are made alongside our partners

**Society**

- **20.4%** reduction in carbon footprint per employee vs. 2015
- **64%** of our social development projects are related to digital inclusion

**Shareholders**

- **€518m** returned to shareholders (**€284m** dividend, **€234m** share buyback)



**Title of artwork:**  
SIMUL EXISTENTIUM II: Arecaceae-B

**Thukral and Tagra**  
2018 | 61cm dia x 3cm  
Oil on canvas

# Shaping new horizons





# Conversation with Daniela Rus and Paul Hermelin

Paul Hermelin, Chairman and CEO of Capgemini, and Daniela Rus, head of the Computer Science and Artificial Intelligence Laboratory at MIT, as well as one of the world’s leading researchers in robotics and artificial intelligence (AI), share their views on the impact of technology, and more specifically AI, on our present and future, and how both can support major social and environmental evolution.

**What are your thoughts on the current pace of digitalization and why are you convinced that the ongoing digital revolution is different from the waves of IT transformation that have occurred in the past?**

**Daniela Rus:** To start off, let’s define what we’re talking about. There are a lot of different things that fall under the concept of digitalization! First, there’s the digital marketing revolution, mobile apps, analytics and AI revolution, then there’s the cloud revolution, cybersecurity and the encryption revolution, and finally industry 4.0, robotics and automation.

**Paul Hermelin:** A little while ago, the main topic was Uberization, which was the total upheaval of a certain business model. It’s relevant for activities where capital goods are being patently under-utilized. Internet of Things (IoT) solutions for both the connected home and for industry, and blockchain,

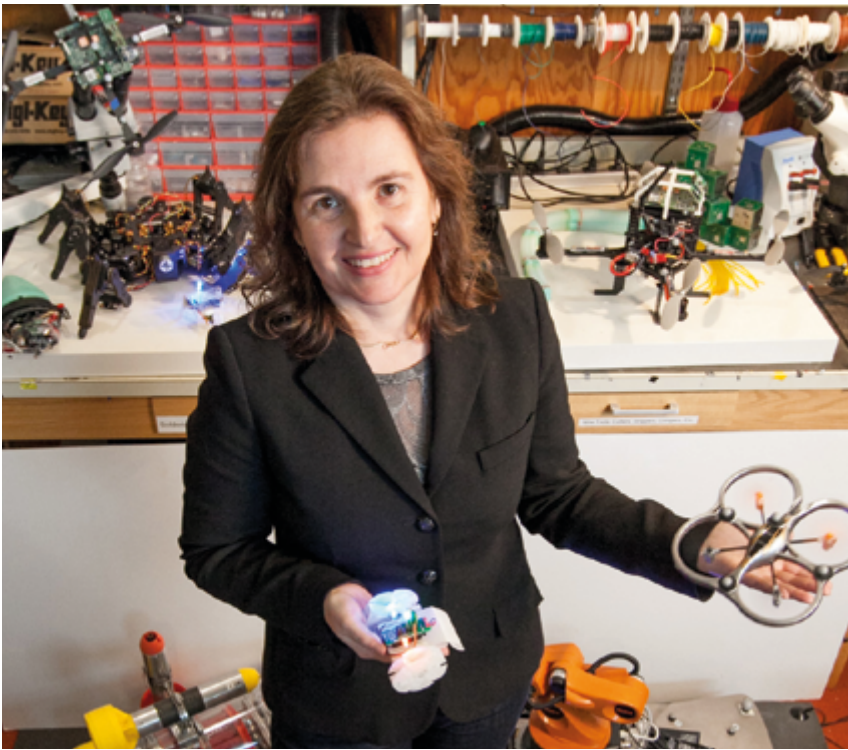
are now creating immense value by unlocking data and leveraging all new technologies.

**Daniela Rus:** We are just at the beginning of a new era. Digital is changing the products and services companies provide to their customers and the way these are developed, produced, and delivered; it is impacting how businesses operate and is reshaping our behavior and society at large. We are seeing tremendous progress in the development of tools to help us with physical and cognitive work. In particular, AI brings machines the ability to reason. And machine learning enables machines to improve, make predictions and creative adaptation routines.



“Many human relations jobs will be needed to bridge the gap between algorithms and people; the ability to communicate will be essential. Artificial intelligence will not replace EQ, or emotional quotient.”

Paul Hermelin



“AI isn’t inherently good or bad, it is what we choose to do with it. We can create incredible value for all.”

Daniela Rus

Daniela Rus is the Andrew and Erna Viterbi Professor of Electrical Engineering and Computer Science, and Director of the Computer Science and Artificial Intelligence Laboratory (CSAIL) at the Massachusetts Institute of Technology (MIT). Her research is in robotics, mobile computing, and data science. Rus is a Class of 2002 MacArthur Fellow, a fellow of the Association

for Computing Machinery, the Association for the Advancement of Artificial Intelligence, and the Institute of Electrical and Electronics Engineers, a member of the National Academy of Engineering, and a member of the American Academy of Arts and Sciences. She earned her PhD in Computer Science from Cornell University.

**You’re talking about creating value. To what extent will AI, which still provokes a lot of fears, benefit all of us?**

**Paul Hermelin:** I believe that everyone will stand to benefit from AI. The real-world applications of artificial intelligence are already numerous. Algorithms can already “teach themselves” by analyzing intelligently massive volumes of data to find unexpected correlations and meaningful causal links. In the logistics industry for example, predictive capabilities allow organizations to accurately address customer service and traffic patterns as well as weather events that affect shipping and port behavior, and hence reduce their carbon footprint and improve their On Time Delivery ratio.

**Daniela Rus:** We first must understand that AI is a tool; like any technology, AI isn’t inherently good or bad, it is what we choose to do with it. We can create incredible value for all, starting with concrete benefits in our daily life. In healthcare, AI will improve our ability to diagnose and treat disease.

**Such advances raise some important questions. How do we prepare all parts of our society for a future with AI, machine learning, and advanced robotics? And how do we build a digital future that serves us all?**

**Paul Hermelin:** Computer scientists as well as IT services and consulting companies have a major social role to play to help people apprehend the power and potential of these disruptive technologies and be part of this revolution. First, this evolution requires the quick mobilization of all economic players so that digital-affiliated jobs can be created outside the biggest cities, and the workforce trained. Moreover, AI will generate a massive wave of augmented work. Many human relations jobs will be needed to bridge the gap between algorithms and people; the ability to communicate will be essential. Artificial intelligence can amplify the role and the potential of a wide variety of jobs, notably qualified jobs, but will not replace EQ, or emotional quotient.

**Daniela Rus:** As the mother of two daughters, I am very aware of how important it is to make sure that girls are given every opportunity to be exposed to science and technology. The digital transformation, by providing new avenues for their economic empowerment, increasing their employment opportunities and access to knowledge and general information, can contribute to greater gender equality.

**Can AI continue to develop without ethical boundaries?**

**Paul Hermelin:** AI can’t choose where, when, or how it’s used, including whether it’s used for good or bad intentions. This puts the burden for the ethical use squarely on human shoulders. Digital technologies are part of a bigger picture that needs to be patiently and carefully developed by theorists, scientists, engineers, digital creators and civil society in order to co-construct an empowering ethical dialogue and discourse. In the area of human-computer interaction, there can and should

be a systematic ethical debate, without slowing the momentum of innovation.

**Daniela Rus:** Indeed while I don’t believe we can (or should) stop the advance of technology and innovation, we do have to think critically about how to integrate AI into our lives and prepare for new kinds of human-robot interactions. I think we’re only a few years away from a future where robots are as commonplace as smartphones are today – where you will be able to walk into a local store to order your own personal robot for specific tasks around the home or office that will directly improve your life. 🍎

MARKET TRENDS

# Anticipating future opportunities

As a global Group, Capgemini is directly or indirectly impacted by many socioeconomic and environmental trends. For that reason, it anticipates and manages their associated risks and implements a suitable policy to seize all available opportunities. Nine main technological, economic, societal, and environmental trends have a direct influence on our business.

## Big data



The equivalent of **1.7 megabytes** of new data per person will be created every second in 2020  
**Source: IDC**  
 That's the size of an MP3 file for a two-minute song. In terms of value, the market is estimated to reach 123 billion US dollars in 2025 (Grand View Research).

Capgemini has strengthened its expertise in data management technologies and developed new services offerings: Anomalous Behavior Detection, Business Data Lake, etc.

## Explosion of new technologies



**200 billion** connected objects by 2020  
**Source: Intel**  
 Artificial intelligence, blockchain, cloud, Internet of Things (IoT), immersive and emerging technologies are some of the technological challenges that companies must take up within a complex environment.

We have adapted our organization by creating Capgemini Invent, which aims to integrate the shared challenges of these disruptions.

## Cybersecurity



**US\$600 billion** – the cost of cybercrime in 2017  
**Source: IDC**  
 Too many companies struggle to make cybersecurity a priority shared by all, and only a third of security officers believe their organization possesses adequate internal skills.

Capgemini attracts and develops cybersecurity talent in order to provide clients with comprehensive advice, protection, and monitoring services.

## Emergence of major regional hubs



**India** becomes the world's second-largest economy in 2050  
**Source: PwC**  
 India is on pace to surpass the US economy in 2050 (GDP in Purchasing Power Parity), after overtaking Japan to reach third place in 2030.

Present in more than 40 countries worldwide including India, our Group works to develop its business in every geographic region.

## Economic volatility



Stabilizing growth and rising uncertainty  
**Source: IMF**  
 According to the IMF, after a slowdown in 2018, worldwide growth should remain stable in 2019 and 2020. Geopolitical uncertainty and trade tensions both constitute a major threat.

Capgemini invests heavily in automation in order to boost the competitiveness of its traditional businesses.

## Talent race



**59%** of organizations are facing a digital skills gap  
**Source: Capgemini study**

Capgemini encompasses more than 211,300 talents sharing a common goal: ensuring our clients receive optimized services they will not find anywhere else.

## Working with purpose



**75%** of thriving employees say their company should offer opportunities that match their values  
**Source: Mercer study**  
 Confidence, agility, open careers, ethics, and social and societal contribution are some of the key factors of employee trust and engagement.

The values and ethical principles of Capgemini allow each employee to develop their career while respecting others.

## Climate change



**US\$245 billion** – the economic cost of climate-related disasters during the last 20 years  
**Source: 2017 UNISDR report**

Together with its clients and partners, Capgemini develops solutions to align with the objectives of the Paris Agreement.

## Digital divide



**80%** of people in the 47 least-developed countries still do not use the internet, whereas **81%** of people do use the internet in developed countries  
**Source: ICT – facts & figures 2018**

Digital inclusion is one of the three pillars of Architects of Positive Futures, the CSR strategy implemented by the Capgemini Group.

# Leveraging the dynamics of our stakeholders

Capgemini’s success depends on our ability to work constructively with all our stakeholders and to improve their sustainable performance. Their experiences and learnings help us to make informed decisions. Through this continuous dialogue, we offer solutions adapted to the issues facing our clients and fulfil our role as a responsible leader.

- LONG-TERM RELATIONS / STRONG & RECIPROCAL INFLUENCE
- AD-HOC RELATIONS

## Financial Community

### Shareholders

Banks, Financial analysts, Rating agencies, ESG indexes

#### 2018 HIGHLIGHTS

We engaged in a dialogue with nearly 500 investors around the world. The year was marked by increased exchanges with ISR specialists and a broad international expansion of our shareholder base.

## Clients

### Existing clients

Potential clients, Client ecosystems

#### 2018 HIGHLIGHTS

After taking stock of top financial sector clients, we learned a high number were planning or transitioning to an Agile organization (72%). We developed adaptive tools and methodologies to better support FS clients making Agile a priority.

## Society and Public Authorities

Local communities, Academics, Thought leaders, Think tanks, Local authorities, Regulators, Legislators, EU

Citizens, NGOs, Media, International organizations (OECD, etc.)

#### 2018 HIGHLIGHTS

“As a digital and inclusive training school, we have increased our collaboration and discussions with Capgemini in France, Europe, Morocco, and India. Capgemini’s digital inclusion priority is fully in line with our purpose.”  
Frédéric Bardeau, President of Simplon

## People

Employees, International & local works councils

Talent pool, Families, Alumni

#### 2018 HIGHLIGHTS

We launched Pulse, a new approach for regular and personalized assessment of employee engagement.

## Business Partners

Alliances, Partners, Suppliers

Market shapers, Industry and professional bodies, Standardization bodies

#### 2018 HIGHLIGHTS

Our continuous collaboration with our partners led to the creation of the Capgemini Digital Control Room: a tripartite innovation designed with SAP and Google, enabling real-time quality control.



# Prioritizing key issues

## Our approach

In 2018, we updated our materiality matrix and continued to build upon the external and internal stakeholder engagement process that we have been improving upon over the last few years. In line with the <IR> Framework published by the IIRC (International Integrated Reporting Council), key topics are eco-

nomic, social, and environmental issues that have an effect on the organization’s ability to create sustainable value. This is determined by considering their effect on the organization’s strategy, governance, performance, or prospects. We took five key steps to update our materiality review in 2018.

### 1. In-depth industry analysis

- We reviewed and expanded our list of potential material topics developed in 2017, through a process of analyzing industry and reporting guidelines (including IIRC, Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB)), conducting peer reviews, and assessing our potential to impact the UN Sustainable Development Goals.

### 3. Independent interviews with our external stakeholders

- We gathered external stakeholder perspectives on these topics through interviews with key stakeholder groups (clients, investors and analysts, business partners, NGOs and charity partners); these interviews were conducted independently with the questions designed to evaluate their views on the importance and prioritization of 23 topics in their relationship with Capgemini.

### 2. Shared definition of each topic

- The findings from this process were validated with a Steering Committee, made up of senior executives from the Group’s management. This Committee agreed on clear definitions for each topic and on an approach developed for scoring them. We also evaluated their alignment with the mapping of the Group’s critical risks.

### 4. Broad panel of internal perspectives gathered

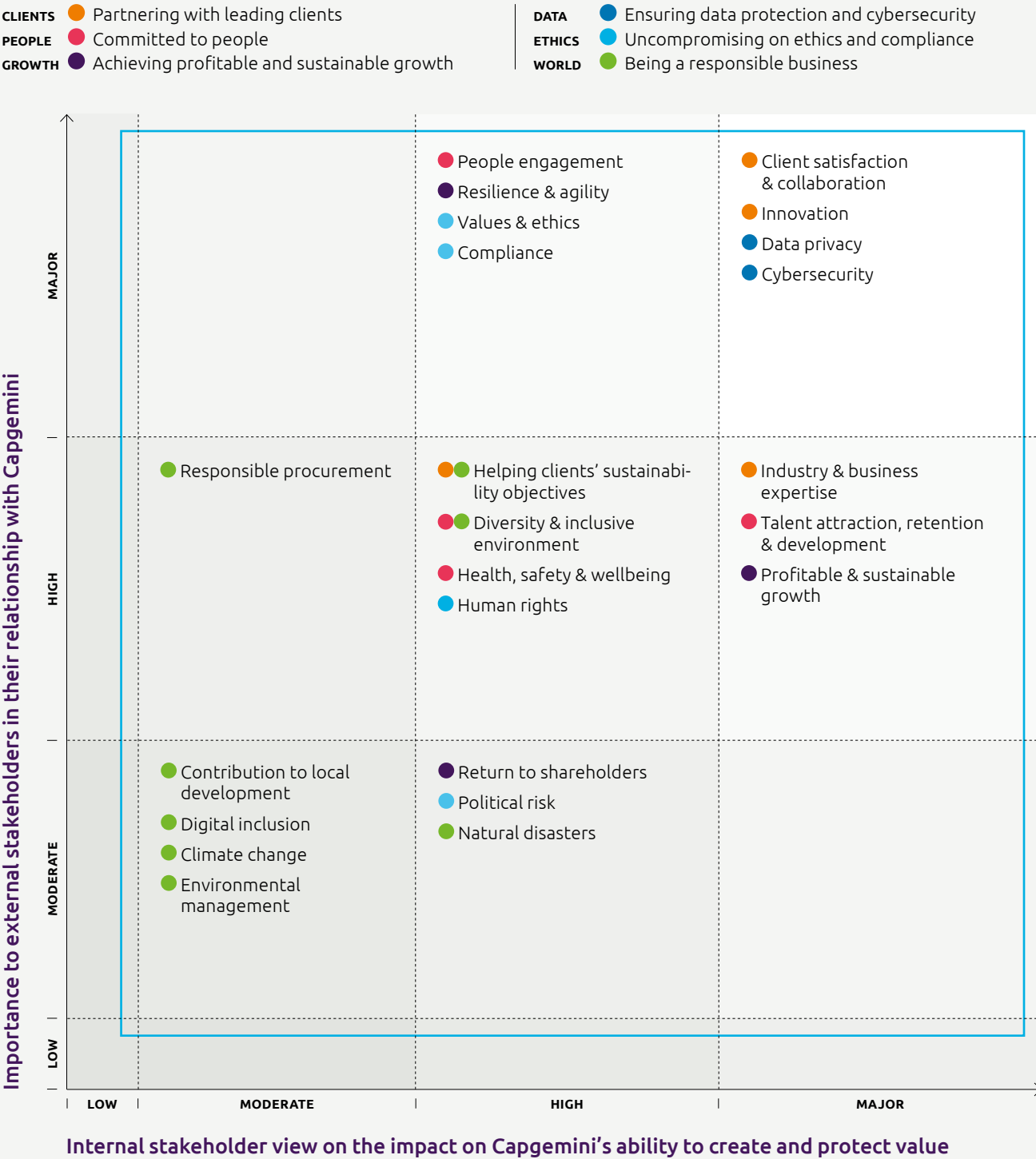
- We put together internal stakeholder perspectives from the Steering Committee and from a sample of 1,000 employees representative of the Group’s demographics, through surveys and questionnaires. Our aim was to assess the potential impact of each of the 23 topics on Capgemini’s ability to create and protect value over the medium and long-term.

### 5. Validation process and next steps

- The findings from this process have been validated and taken forward by the Steering Committee and are an important input for the Group. We will regularly update our materiality assessment by making the most of existing engagement channels. This will ensure we understand what matters most to our stakeholders and how that aligns with our prioritization of material issues to create value now and in the medium and long-term. ●

As expected and hoped, the positioning of topics on the materiality matrix clearly demonstrates a strong level of alignment between the views of internal and external stakeholders, gathered independently. It also highlights the critical level of importance our stakeholders have placed on a number of topics related to our business impact, including innovation, client satisfaction and collaboration, and data privacy and cybersecurity. In the year to come, we will also take a deeper look at the issues having a greater long-term impact for Capgemini’s future as well as the company’s role for society.

## Materiality matrix





# Preparing for what's to come

We are a global leader that is passionate about our clients, our people, and new technologies. Leveraging the strengths of our talented people, our precise sectorial expertise and our thorough grasp of the future technological and socioeconomic challenges, our growth strategy is based on five main pillars.



## We leverage our passion for our clients

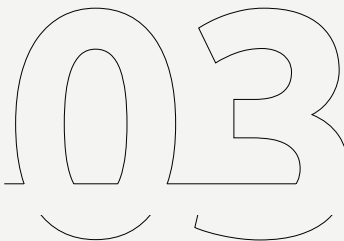
● We place our clients at the center of everything we do – delivering a superior customer experience driven by appropriate digital and technological transformations. We help them achieve their objectives in terms of innovation and effectiveness. Our conviction is that the purpose of a transformation program should not be digital for digital's sake; it should be

driven by specific business needs and designed with the optimal architecture to best capture the value of innovation. We partner with clients to drive end-to-end transformations enabled by our capabilities, which range from innovation, consulting, and systems integration to managed service operations. Moreover, as a global strategic partner, we believe that in-depth industry knowledge is critical, so we continue to invest and strengthen our industry expertise.



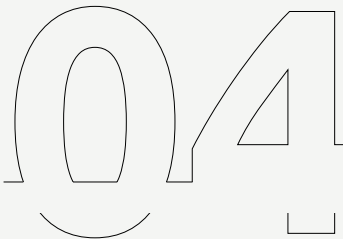
## We invest in highly skilled talents with an entrepreneurial spirit

● Our people are the drivers of our success; their understanding of our environment allows us to anticipate and address our customers' needs. We attract the best and most diverse talents in the industry, recognize their specificities, and empower them. They thrive and develop in our dynamic, high-performance environment, where open dialogue and entrepreneurship are encouraged and rewarded. In this way, we ensure they are engaged, and enable them to meet their career goals.



## We drive innovation by mobilizing the right ecosystem and technology

● Accelerated by the acquisitions realized in 2018, the Group improved its capability to execute across a wide range of digital technologies, reinforcing the abilities as a strategic partner with our clients' CxOs. Similarly, we have consolidated our position as a key partner for applied innovation with our clients' operational managers. Through our network of Applied Innovation Exchanges, we are able to integrate innovators into our ecosystem and act as a bridge between them and worldwide companies. Together with our in-house and affiliated technology and engineering resources, the AIEs are unparalleled for helping clients to become game changers. The Group has confirmed its know-how in enterprise ready technology for business through a significant effort to certify and promote its architects.



## We expand our portfolio of services and strengthen our global presence

● We are pursuing targeted acquisitions to reinforce our capabilities and continue the rotation of our portfolio towards digital. These are driving significant business and technological changes at our clients. We continue to invest in cybersecurity as we see strong traction for our offers, geared towards securing our clients' infrastructure and systems.

With more than 10,000 skilled resources in analytics, artificial intelligence and automation, we are accelerating our efforts, developing and deploying AI-based and machine learning solutions for our clients – including top-tier investment banks, consumer goods and automotive companies – and investing in our own platforms to stay ahead of the curve. Our partners, both business and technological, represent a strategic asset for Capgemini and our clients. By collaborating closely with them and bringing our deep understanding of our clients' business environment, we create a competitive advantage and new business capabilities.



## We are committed to a more inclusive world

● We believe that new technologies only count as progress if they are useful to each of us. Our ambition is to use our expertise for positive societal impact as a leading responsible company. We want to be Architects of Positive Futures. Corporate social responsibility is a business imperative. It is embedded as a core component of the Group business strategy. It focuses on three key pillars: diversity, digital inclusion, and environmental sustainability. ●



**Title of artwork:**  
SIMUL EXISTENTIUM II: Clusiaceae-A

**Thukral and Tagra**  
2018 | 61cm dia x 3cm  
Oil on canvas

# Fueling innovation



# Attracting and developing the finest talents

Our people are our most valuable asset. Their constantly renewed commitment combined with the diversity of their professional experiences, capabilities, and skillsets enable us to offer our clients the innovative services suited to their varied business challenges.



Capgemini's talents during an interactive training on business transformation and disruptive technologies.



**O**n-going technological, social, and societal changes dramatically transform the relationship between employees and organizations. As millennials continue to join the job market, the need to reinvent the relation to work is more urgent than ever, as their expectations around purposeful contributions, continuous employability development, and greater wellbeing have become central to their engagement. Our Human Resources teams have adapted to the accelerating pace of technological change, which now requires us to recruit and integrate people with highly specialized skills. To that end, Capgemini is undertaking a dynamic recruiting and retention policy built on three pillars: **employer brand appeal, improving employability, and career advancement.** This new approach strongly encourages freedom of initiative and permanent learning, as well as offering global career prospects. ●



“Talent is the main asset of this company. We can’t perform if we can’t attract and develop the right talents. You progress at Capgemini by going through experiences. Be ready to engage, initiate, build your own path.”

Hubert Giraud, People Management & Transformation

## Winning the talent race by spotlighting our employees’ experience

Our talent branding plus initiatives like hackathons and our active social media presence enable us to attract talents from all over the world with a passion and relevant skillsets. For example, we share our offerings and news on LinkedIn with a community of 1.4 million people. The Indian 2018 hackathon campaign enabled us to scout 40,000 candidates and recruit the most promising experts in digital and cloud. Our employees also have a decisive role to play by sharing the rich variety of their careers within the Group. In 2018, we launched the “Love Your Career.

Ace Your Career” initiative, which saw hundreds of employees worldwide share their passion and experiences, generating 82 million interactions on social media. Our goal is to position Capgemini as the most engaging company in our ecosystem. Following the same principle, we launched a campaign aimed at millennials across 18 countries (#Gradathon), and another dedicated to women (#IWD2018), in which female role models shared how they overcame obstacles on their path to success.

# Accelerating our skills transformation

The question “What is the skillset of tomorrow?” has become crucial. At Capgemini, we have launched an unprecedented training program to enable our employees to keep up with the speed of transformation.

**O**ur success is achieved and sustained through the employability of our teams and their expertise, which is why we prioritize our people’s development throughout their Capgemini career and provide them with comprehensive skills, notably in digital and cloud. Therefore, we have renewed and strengthened our continuous learning culture with increased agility, and speed. First, we have upskilled our L&D (learning and development) professionals to be proficient and relevant in new approaches to learning, with 79% being Digital Age Learning (DAL) certified. Our

collaborative and multicultural group-learning approach engages our learners across the globe, locally, virtually, and through our world-class campuses. We leverage our best-in-class learning organization – Capgemini University – which has received the EFMD CLIP\* accreditation. In 2018, 95% of our workforce participated in learning programs consuming 8.8 million learning hours. We also formalize, package, and deploy DAL content aligned with Capgemini strategic priorities, business needs, and industry standards. We mobilize our practitioners and external experts using face-to-face programs, learning portals, enterprise social media (Yammer) or both mentoring and coaching approaches. Utilizing new digital tools for personal-

ized and accessible learning, including 10 COOCs (Corporate Online Open Courses), allowed us to reach:

- **25,000** learners in the Automation Academy
- **70,000** in the Digital Academy
- **3,500** innovating together on the Global Innovators’ Month hackathon
- **2,200** in digital manufacturing
- **13,000** people benefited from our learning platform Pluralsight.

Finally, we have expanded the role of leadership development, with redesigned holistic learning curricula for our Group’s future leaders, and reached 10,000+ leaders around the Group through 197 sessions and events. The DigiCertif initiative has certified 945 Vice-Presidents in digital. ●

\*CLIP (Corporate Learning Improvement Process) is the leading independent accreditation system for corporate learning functions. EFMD: European Foundation for Management Development.



# Leading by example

For the seventh consecutive year, Capgemini has been recognized as one of the world’s most ethical companies\*. Our success is based on our culture of integrity, trust, and honesty, which is at the very heart of our company.



Since its foundation in 1967, our Group has maintained an ethical and respectful working environment for everyone, by promoting and upholding our seven fundamental values. Our Code of Business Ethics unites our 211,300 team members across more than 40 countries around the world, and provides a solid foundation for our continuing development. Moreover, Capgemini subscribes to the principles of the 1948 Universal Declaration of Human Rights, and to the conventions of the International Labour Organization and the United Nations Global Compact. To promote our values and ensure adherence to our ethical culture, we have implemented a training program that includes mandatory training modules on our Code of Business Ethics and on our competition and anti-corruption policy. Each year, we survey our entire team. Results show that 97% of our employees are familiar with our Code of Business Ethics and standards of professional behavior; 81% also feel that our Group values resonate with their own personal values. Our strong, common culture enables our team members to grow in an environment that fosters entrepreneurial freedom and innovation. ●



“Without freedom, there can be no innovation. So long as team members adhere to the values and entrepreneurial culture, we grant enormous freedom – freedom to experiment, build, and innovate.”

Philippe Christelle, Ethics & Compliance, Internal Audit

### Speak up!

We launched SpeakUp to ensure adherence to our values and compliance with our ethical standards throughout the Group. This digital platform and telephone hotline, available 24/7 in 22 languages, enables each of our team members to report behaviors or situations incompatible with our values, or to seek advice on ethical dilemmas. Alerts are made confidentially and to a central Group body, to ensure total independence, fairness, and neutrality in any investigation. SpeakUp is already accessible to 85% of our team members and coverage will be extended to

all our entities by June 2019. This tool meets a double objective for Capgemini: to facilitate reporting for any of our team members facing difficulties of an ethical nature; and to equip ourselves with a powerful tool enabling us to react quickly and appropriately when needed. It also help us gain an understanding of any in-the-field problems and identify new trends, and to adapt our ethics training, policies, and communication accordingly.

\*A distinction awarded by the Ethisphere Institute, a world leader in the promotion of best practices for business ethics.

# New ways to collaborate

Since cooperation is key to the success of our projects, we deployed the Winning Behaviors program, introducing new business rituals in order to foster collaboration for and with our clients.



Companies that are fast and able to speak with one voice will be best equipped to succeed in the digital world. But most have been designed in silos, for specialization, and therefore find speed and evolution to be elusive. Reorganizations and process redesigns are necessary, but that's not enough – a new mindset and new behaviors are needed, to move away from silos. Our Winning Behaviors program aims to

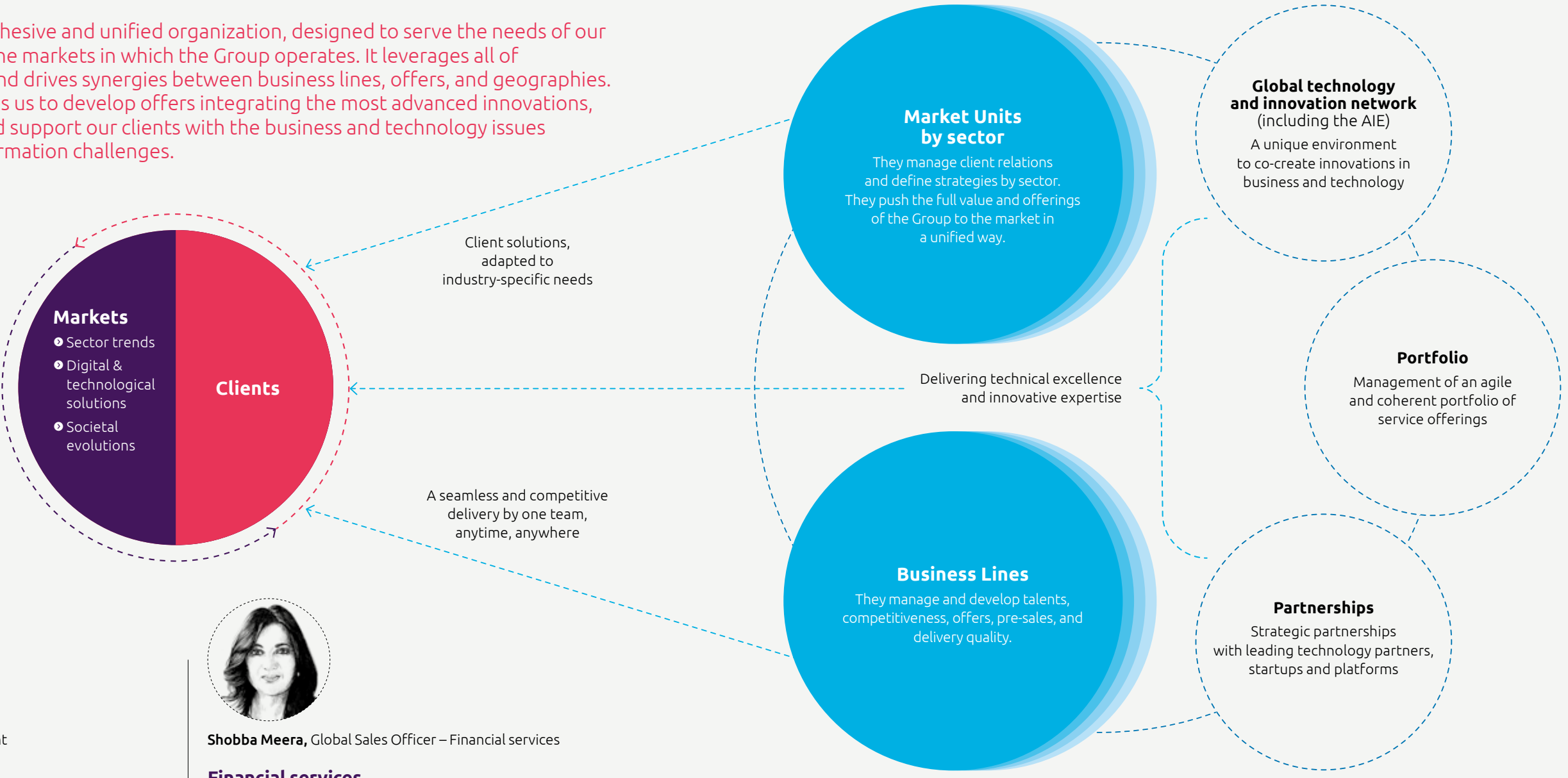
change behaviors through new forms of collaboration. Inspired by the rituals that govern our lives, the Capgemini business rituals assemble colleagues, let them work together in a simple, structured way, and produce well formatted results – all in a spirit of solidarity for integration and speed. Five rituals are in deployment around the world – two for project delivery and three for client development and growth. Among them, the Growth Fair has already taken

place more than 40 times, producing results worthy of its name. In this ritual, all our teams combine their know-how, then free-up their creativity in order to create a vision of the digital needs of the client and work together towards a common goal. ●



# An agile organization at the service of our clients

We have developed a cohesive and unified organization, designed to serve the needs of our clients and adapted to the markets in which the Group operates. It leverages all of Capgemini's expertise and drives synergies between business lines, offers, and geographies. Our organization enables us to develop offers integrating the most advanced innovations, train our employees, and support our clients with the business and technology issues involved in their transformation challenges.



Cyril Garcia, CEO Capgemini Invent

## Capgemini Invent

Helping organizations maintain their competitive advantage: that is the mission of Capgemini Invent. It relies on the strong sectorial expertise of 6,000 employees, located across more than 30 offices and 10 creative design studios around the world, and a 360° approach that blends business and technology. The entity combines the Group's expertise in strategy, data science, technological innovation, and creative design to support organizations in their digital transformation, from developing new ideas to implementing them at scale, to create unique client experiences and new business models.



Shobba Meera, Global Sales Officer – Financial services

## Financial services

We help our Financial services clients across the globe capture the best opportunities in their market by launching new revenue channels and dramatically improving speed to market. Our Global Enhanced Market Solutions (GEMS) encompass four suites of solutions (Open Enterprise, Deep Customer, Intelligent Enterprise, and Data-driven Compliance) that target top-line growth and combine the richness of the full portfolio of our services with our deep domain expertise. Among them, the Cognitive Data Processing solution automates and accelerates document processing with AI, machine learning and BPO capabilities, and helps our insurance clients gain 40-60% savings in downstream systems, while delivering higher quality and compliance, as well as increased customer experience. Another example is our Open Banking suite, which enables banks to capture additional revenue opportunities through a thoughtful deployment of API strategies, cloud accelerators, and the application of AI and machine learning, in the form of a pre-integrated platform.



Ashwin Yardi, CEO India

## India: a hub of innovation and acceleration

Capgemini has a workforce of 100,000+ people in India, operating in 12 cities, so the country holds a pre-eminent place within our Group. It has become a true innovation hub enabling us to achieve our Leader for Leaders ambition. We work with an ecosystem of partners, advisors, influencers, and startups to remain in-step with leading edge technologies. Our Center of Excellence is specialized in artificial intelligence (AI), and has built five AI solutions (deep learning,

Computer Vision, NLP/G, conversational AI, and automation), and created domain solutions that have been embedded in our portfolio. Our Applied Innovation Exchange (AIE) in Mumbai is a multi-field accelerated-validation platform where our clients can solve their complex business problems. To stay in front of innovation, we attract the best talents, notably through our Tech Challenge, which helps us identify the best programmers across India, and we

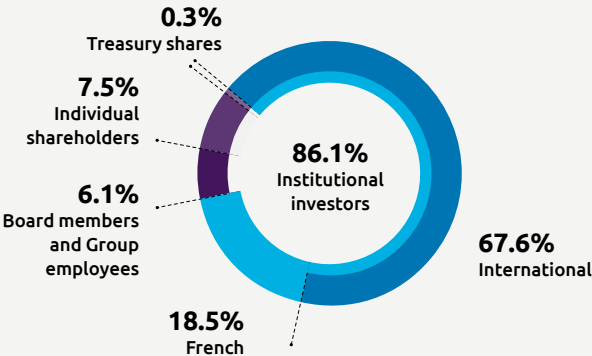
upskill our teams constantly. In 2018, we delivered training in emerging technologies to 80,000 employees and developed our capabilities to provide operational excellence. More than 32,000 people have received training in automation skills through our Automation Drive Academy and we capture tomorrow's critical changes in technology through our Digital Academy.

# A balanced governance

## Capgemini and its shareholders

At December 31, 2018, the Capgemini SE share capital was €1,338,349,840, divided into 167,293,730 shares. Capgemini SE is listed on the Euronext Paris market (compartment A). The shares are included in the CAC 40 and the Euronext 100 indexes, and the Dow Jones STOXX and Dow Jones Euro STOXX European indexes.

The Board wishes to make the share capital accessible to a large number of employees: at the end of 2018, employees held 5.9% of our share capital.



## A governance structure serving our ambition

### Board of Directors

The Board of Directors sets the strategic direction of the Company and the Capgemini Group. It appoints the executive corporate officer(s) responsible for implementing this strategy, approves the financial statements, convenes the Shareholders' Meetings, and proposes the annual dividend. It takes decisions on the major issues concerning the day-to-day operation and future of Capgemini, to promote sustainable value creation for its shareholders and all stakeholders.

Ethics & Governance Committee			
Attendance	Members	Independence	Meetings
97%	4	75%	8
Compensation Committee			
Attendance	Members	Independence	Meetings
100%	4	100%	4

Board of Directors			
Attendance	Members		
95%	12		
Independence <sup>1</sup>	Meetings		
78%	9		
Executive Sessions			
2			

Strategy & Investment Committee			
Attendance	Members	Independence	Meetings
97%	5	50%	6
Audit & Risk Committee			
Attendance	Members	Independence	Meetings
85%	3	100%	7

NB: Information at December 31, 2018.  
1. The directors representing employees and employee shareholders are not taken into account in calculating the independence rate, in accordance with the provisions of the AFEP-MEDEF Code. 2. The Strategy & Investment Committee was renamed the Strategy & CSR Committee in March 2019.

### Management of the Group

Capgemini SE Group Management is led by Mr. Paul Hermelin, Chairman and Chief Executive Officer, assisted since January 1, 2018, by two Chief Operating Officers, Messrs. Thierry Delaporte and Aiman Ezzat.

Group Management is assisted by two bodies comprising the Group's key operating and functional managers:

#### Group Executive Board

The Group Executive Board prepares the broad strategies submitted to the Executive Committee for approval and facilitates the carrying out of the Group's operations. It also takes the necessary measures with regards to the appointment, setting of quantitative objectives and performance appraisal of executives with a wide range of responsibilities.

#### Executive Committee

The Executive Committee assists Group Management to define broad strategies and make decisions regarding the Group's operating structure, the choice of priority offerings, production rules and organization, and the methods of implementing human resources management.

#### Four special-purpose committees assist Group Management:

- The Group Review Board
- The Mergers & Acquisitions Committee
- The Investment Committee
- The Risk Committee

## An independent and balanced Board of Directors



**Paul Hermelin**  
Chairman & Chief Executive Officer



**Pierre Pringuet**  
Lead Independent Director & Chairman of the Ethics & Governance Committee

“The Capgemini Board of Directors possesses a wide range of expertise, adapted to the current and future challenges facing the Group.”

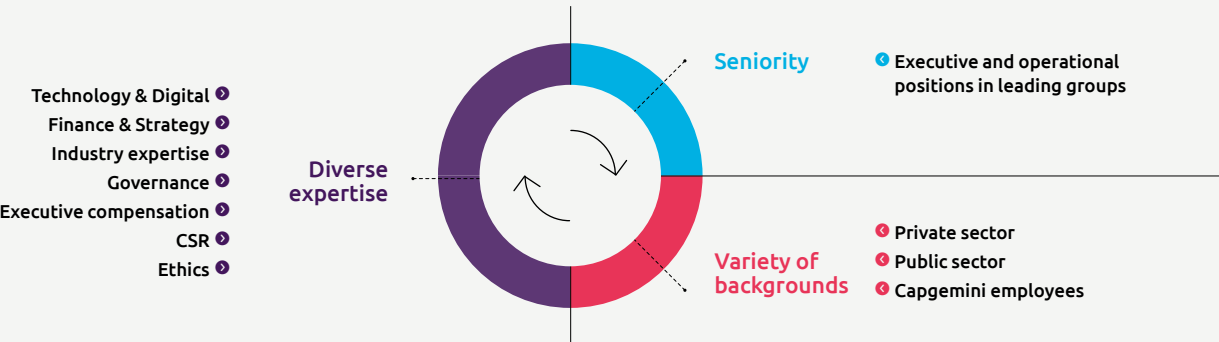
The Board of Directors seeks to implement a balanced governance structure tailored to Capgemini and able to adapt to the circumstances and challenges specific to the Group. True to its history and the Group's values, its actions seek to achieve the goal of sustainable and responsible growth, which has defined Capgemini for over 50 years.

Board of Directors <sup>1</sup> 11 + 2	Independent Directors <sup>2</sup> 80%	Gender balance <sup>3</sup> W: 45% / M: 55%	Average age 60 years	Internationalization 23%
Average length of office 5 years		Director representing employee shareholders 1	Directors representing employees 2	

N.B. Information at January 1, 2019 including Ms. Laura Desmond.  
1. Eleven directors were elected by shareholders; the two directors representing employees were appointed in accordance with the employee representation system.  
2. The directors representing employees and employee shareholders are not taken into account in calculating the independence rate, in accordance with the provisions of the AFEP-MEDEF Code. 3. The two directors representing employees are not taken into account in calculating this percentage, in accordance with Article L.225-27 of the French Commercial Code.

## Good match between directors and the Group's strategic focus

In accordance with its diversity policy, the Board of Directors ensures the balance and plurality of expertise on the Board with regard to the challenges facing the Group. It maintains a range of experience and nationalities and respects gender balance, while ensuring the commitment of all directors to the Group's fundamental values.



The Board of Directors therefore decided to adopt the following objectives for its composition for the period 2018-2022:

**01.** International diversification to reflect changes in Capgemini's geographical spread and businesses. **02.** Diversification of profiles and expertise. **03.** Staggered renewal of terms of office. **04.** Maintenance of a measured number of directors, enabling coherence and collective decision-making.

GOVERNANCE

Activities of the Board in 2018

**Active and diligent,** the Board of Directors met nine times in 2018, with an average attendance rate of 95%. It focused the majority of its work on (i) Group strategy, performance and organization, (ii) corporate governance and management transition, (iii) reviewing the financial statements and risk monitoring, as well as (iv) executive corporate officer compensation.

Group strategy and organization

- Reviewing the main market trends and disruptive technologies
- Cloud and infrastructure strategic priorities and ambitions
- Consistency between the Group's transformation policy and its strategic ambitions
- External growth opportunities and transactions
- Monitoring the CSR strategy

Group performance

- Group performance and activities
- Active management of the Group's balance sheet and liquid assets

Governance

- Changes in the composition of the Board and its Committees
- Co-optation of Ms. Laura Desmond
- Preparation of the Shareholders' Meeting
- Assessment of the Board's activities
- Monitoring the dialogue with shareholders and proxy advisors

Management transition

- Follow-up of management transition
- Reappointment of the Chairman and Chief Executive Officer
- Reappointment of the Chief Operating Officers

Audit and risk

- 2017 company financial statements
- 2017 annual and 2018 half-year consolidated financial statements
- Risk monitoring (including mapping)
- Internal control and internal audit

Compensation

- Compensation of the Chairman and Chief Executive Officer and the Chief Operating Officers
- Performance share and free share grants
- New employee share ownership plan

2018 assessment: conclusions and priorities for 2019

**Following on from the external assessment performed at the end of 2016,** an assessment of the Board of Directors, its composition and its activities during 2018 was conducted by the Lead Independent Director. A detailed presentation of this assessment can be found in Chapter 2.2.3 of the Registration Document. In this context, the directors identified the following priorities for 2019:

- Monitoring the management transition process in anticipation of the General Management succession scheduled for mid-2020;
- Continuing 2018-2022 objectives for the Board's composition, with a particular focus on increased international representation and the diversification of expertise;
- Defining and monitoring mid-term strategic objectives.

Ongoing training for directors

**The Board organized training sessions throughout 2018** to enable directors to increase their knowledge of the Group and its businesses, challenges, and competitive environment, as well as recent market trends. In addition to presentations to Board meetings and at the strategy seminar, discussions are also organized regularly between external experts or Group managers and Board members.

Diversity policy for management bodies

**The Group's Corporate Social Responsibility (CSR) strategy,** which is monitored, since October 2018, specifically by the Strategy & Investment Committee, renamed the Strategy & CSR Committee in March 2019, is reviewed annually by the Board of Directors. Diversity is one of the three pillars of the Group's CSR strategy. In a constantly changing global market with a skills shortage, we believe diversity drives innovation and creativity. As part of various duties, the Board of Directors monitors the implementation by Group Management of this policy of non-

discrimination and diversity, notably with regard to the balanced representation of men and women on the Group's management bodies. It also sets executive corporate officer objectives, as part of their variable annual compensation, aimed at increasing the number of women in the Group, and included, in 2018, a criterion regarding the number of women in the Vice-President inflow population, in the performance conditions applicable to shares grants to executive corporate officers and Group employees.

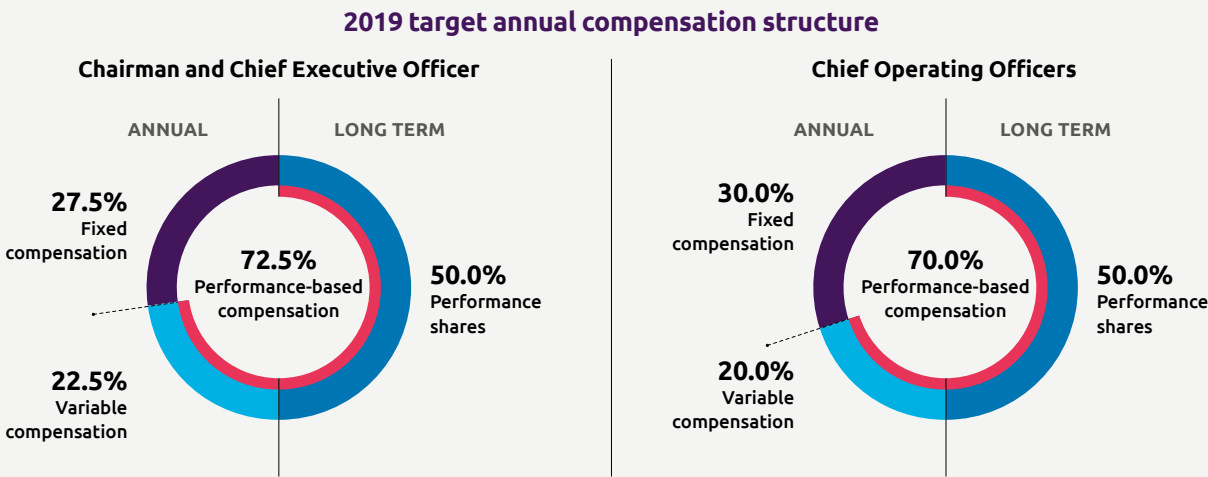
Executive management compensation policy

**Through its compensation policy,** the Group seeks to promote the sustainable and responsible growth of the Company and recognize individual and collective performance in line with the Group's results. Capgemini ensures the roll-out of a competitive and inclusive compensation and benefits policy, in order to attract, motivate

and retain talent and, more particularly, Group executive management. Executive management compensation therefore comprises a fixed component equal to 60% of the target theoretical compensation and a variable component equal to 40% of this amount.

Compensation of executive corporate officers

The procedures for setting the compensation of the Chairman and Chief Executive Officer, and the two Chief Operating Officers were approved by the Board of Directors on March 20, 2019.



2019 annual variable compensation criteria

**Indicators adopted for the variable compensation:**

- Four financial objectives common to the Chairman and Chief Executive Officer and the two Chief Operating Officers and based on the level of: **01.** Free cash flow generation. **02.** Net profit before taxes. **03.** The operating margin rate. **04.** Revenue.
- Two personal objectives shared by the executive corporate officers: **01.** New governance structure and management transition. **02.** Transformation of the Group (demonstrating their importance to the successful roll-out of Capgemini's strategy).
- The deployment of the CSR strategy around its three pillars (diversity, digital inclusion, and sustainability) represents 15% of the Chairman and Chief Executive Officer's personal objectives.

A breakdown of compensation due or awarded in respect of fiscal year 2018 and the 2019 compensation policy is presented in Chapter 2.2.4 of the Registration Document. In accordance with say on pay rules, the compensation policy and executive corporate officer compensation due or awarded in respect of the past fiscal year, are presented to the Shareholders' Meeting each year for vote.





**Title of artwork:**  
SIMUL EXISTENTIUM II: Clusiaceae-A

**Thukral and Tagra**  
2018 | 61cm dia x 3cm  
Oil on canvas

# Teaming up for excellence



# Building success together

## PORTFOLIO

### A portfolio of offers focusing on 7 strategic priorities

In order to serve our clients better and to enable them to benefit from the latest technological advances, we have streamlined our portfolio of offerings to make it more agile and competitive.

The new portfolio comprises seven families of strategic offerings designed to give our clients comprehensive support, regardless of the transformation issues they are facing. It follows through on our ambition to adjust our services constantly by selecting the right digital-powered solutions for today’s challenges, including: implementing artificial intelligence (AI) at every level of our organization, revitalizing our Core IT offer (Digital Core and Next-Gen ADM), strengthening our rapid-growth services (Customer Experience, Cybersecurity, Cloud), and aligning our

emerging needs (Digital Manufacturing, AI & Analytics). Packaged and adapted to each market sector and country, our service offers are deployed through our Centers of Excellence, on the basis of the “invest once, deploy everywhere” model, which enables our clients to benefit from a streamlined, global approach. ●



“We must remain flexible and continually look out for what will be the *new new* in our world of technology, to stay relevant in our markets.”  
Thierry Delaporte, Chief Operating Officer

Our ambition is to become a strategic partner for all our clients by bridging business and technology challenges. Therefore, we adapt our portfolio, carry out strategic investments and acquisitions, partner with tech leaders and startups, and co-innovate with our clients to reach the best performance.



### Customer Experience



### Cloud



### Cybersecurity



### AI & Analytics



### Digital Manufacturing



### Digital Core with SAP S/4HANA®

The core platform that enables and sustains digital transformation



### Next-Gen ADM

Next generation application development and maintenance

ACQUISITIONS



The team from Adaptive Lab, now Idean, part of Capgemini.

# Making a difference through targeted acquisitions

Once again this year, we carried out strategic acquisitions targeted to support digital growth, enlarging our capacities in crucial fields of innovation.

**W**e continuously strengthen our expertise in seven priority innovation fields: artificial intelligence, blockchain, cloud, IoT, immersive and emerging technologies, and cybersecurity. Cloud and digital, true drivers of our growth, already accounted for 45% of our revenue in 2018. In 2018, we amplified our efforts in artificial intelligence (AI) by investing in our own platform, as well as embedding AI into all our strategic offers, and developing machine learning solutions adapted to our clients' needs. We also completed targeted acquisitions to consolidate our skills and accelerate the transformation of our portfolio. These efforts include our acquisition of **Leidos Cyber**, the cybersecurity branch for private sector companies of Leidos, a Fortune 500 company; and our acquisition of **LiquidHub**, an American expert in customer engagement, which expanded our presence in North America. We added three acquisitions that reflect

the ambition of Capgemini Invent, our new brand which builds on the Group's expertise in strategy, technology, data science and creative design. These include **Doing**, a 100% digital agency based in Italy; **Adaptive Lab**, an English design studio that joined Idean's global network of 11 studios specializing in digital strategy, design, and development; and **June 21**, a French consulting firm specialized in digital marketing. They enable us to respond to the growing demand for end-to-end digital services needed to reinvent customer engagement and optimize brand relationships. At the same time, we continue to invest in our traditional businesses. We acquired a 20% capital stake in **Azqore**, a subsidiary of Indosuez Wealth Management specialized in outsourcing IT services and banking operations for leading wealth management firms. Through this equity participation, we aim to create a new global leader in managed services and banking operations for the wealth management sector and midsize universal banks. ●



"We are very pleased by how the rapid leverage of acquisitions has contributed to our success. The talents that recently joined Capgemini have been instrumental in securing some significant deals for the Group."

Aiman Ezzat, Chief Operating Officer

INNOVATIVE PARTNERSHIPS

# Strengthening ties with strategic partners

We work closely with tech leaders and startups to deliver high-value and efficient services to our clients.



**B**y helping our clients choose the right technology to tackle their challenges, and by connecting them with an international ecosystem of experts, we foster a constructive and collaborative approach to innovation. This approach includes strategic partnerships formed with tech leaders (Amazon Web Services, Dell EMC, IBM, Microsoft, NetSuite, Oracle, Salesforce, SAP, etc.) and startups specializing in skills that complement our own.

Each of these targeted partnerships leads to unique synergies that respond to the transformation issues faced by our clients, whether in terms of technology challenges or the need to create new business models for growth. ●



CAPGEMINI  
X  
SALESFORCE

## Partnering for Kering's digital transformation

Kering wants to improve customer experience across the world through its digital commerce transformation. As Salesforce's worldwide partner for marketing and services, Capgemini leveraged its Rightshore™ model, a collaborative method of working, to build a multi-brand solution that will be deployed in 80 countries. Capgemini notably provided the global luxury group with consulting and application services (including 24/7 support), giving Kering a 360° view of customers in real time, from data analysis to aftersales. As a result, Boucheron, one of Kering Group's brands, won the prestigious Qualiweb award for the "Best online client relations platform in the luxury industry".



# Co-innovating with our clients

Differentiating through our technology and innovation capabilities, we anticipate strategic impacts of technology and work with our clients in our Applied Innovation Exchange (AIE) network to study, design, and deploy new solutions.

More than simply generate new business solutions for our clients, we support them to develop an internal culture that encourages creativity.

In order to help them study, design, test, and rapidly deploy new ideas within a secure and multidisciplinary environment, we created the AIE, a global acceleration and innovation platform operating across four continents. Within our 16 centers, a network of more than 200 business and technology partners – sector experts, startups, academics, research institutes, and incubators – is



“There is a growing need for enterprises to constantly adapt to change, with a strategy for introducing and managing the impact of new technology in years to come.”

Patrick Nicolet, Chief Technology Officer

available to help clients develop successful proofs of concept that correspond to their challenges, while limiting their risks and streamlining cycles. In 2018, our AIE centers hosted 1,066 projects. ●

CAPGEMINI X ALBERT HEIJN

# “Capgemini helped us to go paperless”

Albert Heijn, a large, global supermarket chain, wanted to digitize its supply chain to minimize the use of paper. In our Applied Innovation Exchange (AIE) in Utrecht, they investigated how blockchain technology could quickly achieve this. Within less than six months, a working proof of concept (PoC) was developed, giving birth to a blockchain solution. Tony Vendrig, responsible for the supply chain of Albert Heijn, and Werner van der Lely, Capgemini Global Account Executive, who both supervised the project, share their experience.

## What were the initial challenges facing Albert Heijn?

**Tony Vendrig:** As within any supply chain, there is a constant need to lower costs, improve quality, and make the environment for our drivers a better place to work. With this in mind, we are constantly looking for innovations that can contribute to one or more of these objectives: can we plan smarter and adjust our processes, i.e. by moving to completely paperless?

**Werner van der Lely:** They heard that blockchain could be a valuable technology to address those challenges, but they didn't know where and how to apply it. So, they asked us to help them discover that value and engaged with us on a proof of concept.

## How did you work together inside the AIE to come up with the best digital solution?

**Tony Vendrig:** Capgemini helped us clarify what blockchain is, in a very simple way, so that we could understand it and easily come up with potential use-cases in our business. Capgemini helped us to prioritize the numerous ideas, and we selected



Tony Vendrig (left), SVP Supply Chain Supervision for Albert Heijn, and Werner van der Lely, Capgemini Global Account Executive

paperless transport as the ideal use-case to run a PoC. We involved Cornelissen and Kuehne+Nagel, two main logistics partners, in the process. And, in a very short time and through an inclusive way of working, we explored the use-case in more detail, and made it work in a pilot.

**Werner van der Lely:** The value of the AIE was definitely to merge business and technology. We brought business and IT people together and generated ideas from a business perspective. What was disruptive in this case was to apply a very new technology in a quite traditional business process.

## What did blockchain technology bring to Albert Heijn?

**Tony Vendrig:** We saved time: between 10 and 15 minutes for every drive, which represents a significant number of euros. And, equally important, people who worked with it really loved it. They said: “Why didn't we do this 10 years ago? It makes our lives and work much nicer and easier.” So, the next step that we want to take in the coming year is to scale it up, onboarding more partners and distribution centers. ●

Watch the video on [reports.capgemini.com/2018/en/integrated-report/](https://reports.capgemini.com/2018/en/integrated-report/)



# Finding new paths to excellence

We keep our clients at the forefront of their industries by offering a wide range of integrated services, combined with the market’s most advanced technology and our strong sectorial expertise.

We provide our clients with the resources they need to offer swift and smart responses to changes in their market. We boost their agility, and optimize their IT infrastructure to ensure a proper balance between flexibility and profitability. Our people combine their strengths with the expertise of our clients, within one integrated team. This type of collaboration is at the heart of our business culture. Not only does it enable us to build more efficient long-term relationships, but it also continually requires us to rethink the way we serve our clients.

CAPGEMINI X ENECO

# “We share mutual goals”

Capgemini has been an entrusted partner to Eneco Group for more than 10 years. In 2018, we renewed our contract to help the leading Dutch sustainable energy provider transform its IT services and drive its innovation agenda through agile services. Mario Suykerbuyk, Eneco CIO, and Marjolein Holsboer, Capgemini Account Executive, explain how important this proximity is in a transformation journey.

### Do you think a long-term partnership is a critical asset in an innovation agenda?

**Mario Suykerbuyk:** I believe in high-performance teams, which you don’t build in days. You need months, even years. And you need trust. Our long-term partnership with Capgemini Group has evolved over the years, from an infrastructure-only perspective to one that’s more diverse, focusing on business value. Together, we share mutual goals, build on the strategy and take actions in the short term which speed up our business value creation for our customers. **Marjolein Holsboer:** The “win-win” in our collaboration is the transparency and the



Watch the video on [reports.capgemini.com/2018/en/integrated-report/](https://reports.capgemini.com/2018/en/integrated-report/)



Marjolein Holsboer (left), Capgemini Account Executive and Mario Suykerbuyk, Eneco CIO

culture of openness. For example, we recently did an ASE (Accelerated Solutions Environment) session together in India, where we discussed new engagement models and set up a new way of working together to fit Eneco’s new challenges in terms of speed and scalability.

### How do long-term partnerships force you to challenge yourself continuously?

**Marjolein Holsboer:** Eneco is continuously transforming, much faster than our contractual timelines. For us to live up to the challenge and remain relevant, we have to reinvent ourselves constantly and

focus on adapting to our client’s changing needs. So, we make sure that we combine every asset in terms of business technologies, leveraging our partners network and utilizing our global client expertise and experience. One of the most recent innovations that this collaboration gave birth to is The Cloud Foundation.

### What stakes does it raise for Eneco?

**Mario Suykerbuyk:** Our business model is changing. We have to integrate a lot of new services and have a flexible and scalable infrastructure. To facilitate that, we built The Cloud Foundation, a scalable, fully automated hybrid cloud DevOps

environment, presenting all infrastructure facilities as code. The Cloud Foundation, fully-integrated with our service management and operations tooling, is compliant with the Eneco Cloud Reference Architecture, a set of principles that empowers DevOps teams to act autonomously. The expectation is that we can lower our costs of service by more than 10%, deliver our products faster, and improve the customer experience. We are now in the middle of the digital transformation of Eneco. The Cloud Foundation is very important and I’m very confident that we can transform the partnership even more to see how much more business value we can deliver for our customers.



CAPGEMINI X STATE OF TEXAS

### Transforming shared technology resources for better customer experience

The State of Texas (USA) worked with Capgemini to digitalize and automate its shared technology services for the agencies it supports. We helped design and deploy a digital service integration and management solution that delivers a unified digital marketplace and ensures all providers, technologies, and capabilities are aligned and effective. Today, the State of Texas is driving change, benefiting from cost savings, and delivering against service goals, with an 83% overall customer satisfaction rate and 98% change management success.



**Title of artwork:**  
SIMUL EXISTENTIUM II: Dilleniaceae-A

**Thukral and Tagra**  
2018 | 61cm dia x 3cm  
Oil on canvas

# Enabling bright futures



# Architects of Positive Futures

Our ambition is to leverage our expertise to create a positive impact and respond to major social and environmental challenges through the activation of three key levers.

## 01 Diversity

We leverage a global work environment where diverse profiles and inclusive practices are instrumental to our collective performance.

## 02 Digital inclusion

We spread digital culture and become a leader in bridging the digital gap.

## 03 Environmental sustainability

We minimize our business-related environmental impacts, and provide support to clients with sustainability challenges.



**W**e leverage our expertise to build sustainable futures that help create a better world. This commitment is enacted every day by our clients, our partners, and all our employees. Creating sustainable value is at the core of our mission and our interactions with our stakeholders. As a responsible leader, we have integrated corporate social responsibility (CSR) commitments into our Group’s strategy. These commitments are steered by top management through a strategy and operations committee that oversees the worldwide roll-out of our program, Architects of Positive Futures. Members of the Group Executive Committee take an active part in the program and the three key pillars are sponsored by our two Chief Operating Officers, Aiman Ezzat (Diversity) and Thierry Delaporte (Digital inclusion),



“Our ambition is to be Architects of Positive Futures, which relies on the engagement and commitment of all Capgemini colleagues. We encourage them all to be curious, be engaged, be leaders!”

Christine Hodgson, Corporate Social Responsibility



Capgemini teams were mobilized across France to promote digital inclusion during Impact Together Week.

and our Group Sales Officer, Rosemary Stark (Environmental Sustainability). We are convinced that new technologies create value by transforming our lifestyles. But we remain conscious of how these technologies impact communities where we operate. That’s why responsible and sustainable innovation is at the core of our actions. Notably, our engagement aligns with the action plan released by the United Nations for achieving the 17 Sustainable Development Goals. As a leader in digital transformation, we work closely with our clients and partners to create innovative and responsible technological solutions, promote environmental sustainability and help them address the impact of digital and automation. But we also know that the commitment of our teams is essential for turning this ambition

into a business reality. Many of our employees have already become Architects of Positive Futures, through their personal efforts and collective initiatives. This year, in addition to our information and volunteering days, many of the courses dispensed at our Les Fontaines campus have integrated a CSR focus, making it possible to raise awareness among 300 employees per event. Moreover, we aim to extend our volunteering platform to all key countries, enabling Capgemini colleagues to access and sign up for volunteering initiatives with our partners. 🌱

### Recognized for our 2018 achievements



### 2018 WIN Awards

Our diversity programs have been recognized by the Women’s IT Network through its IT Women of the Year awards, which distinguish the most innovative women in the IT sector.

### Euronext Vigeo

Capgemini is one of the 120 most responsible European companies according to the Euronext Vigeo index of listed companies with the best social responsibility performance.

### 2018 Railsponsible

Capgemini has received the Railsponsible Climate Award for its efforts in favor of preserving the environment through its collaboration with Dutch Railways.



# Diversity

We build an inclusive environment that promotes diversity in order to fuel innovation, as well as the growth and fulfilment of our employees.



Teams from Capgemini and external experts meet during a GROW event in Spain.

**A**s our market faces unprecedented competition from all sides to attract top talents, creating an inclusive environment that fuels innovation and creativity is a key part of driving performance. Diversity is in our culture as we are present in more than 40 countries and our talents are drawn from over 120 nationalities. The need for diversity in the workplace extends well beyond gender. It also includes demographic and ethnic minorities, sexual orientation, workers with disabili-

ties, as well as inclusivity for a diversity of cultures and ways of thinking. At Capgemini, we renew our efforts to expand the diversity and parity of our teams every year. In 2018, one/forth of new Vice-Presidents were women (only one/fifth in 2017). And Laura Desmond, founder and CEO of Eagle Vista Partners, joined our Board.

### Empowering female talent

— This process of detecting and promoting female talent within the Group is supported by specific programs in place to aid high-potential female employees. We organize regular panels to highlight the role and place of women in digital and innovation. One such effort in 2018 coincided with the Women's Rugby World Cup, as a chance to bring together our clients, partners and sports celebrities to

talk about the adversities women have to overcome on their path to success. At the same time, we have continued our efforts to favor inclusion within the Group, notably by offering more flexible work options (schedules, working remotely, parental leave, etc.) and by encouraging inclusive behaviors through the regular training of employees at all levels. We foster the best work environments, while reducing disparities between men and women. After France, England, Canada, the United States, Brazil, India, and Morocco, the Netherlands became the eighth country to receive the EDGE (Economic Dividends for Gender Equality) certification in 2018. Capgemini is the first IT services company to be certified at Groupwide level by EDGE, a result of meeting the requirement of 80% of Group employees being in certified countries. ●

Capgemini talents during our Business Priority Week



**India takes action for equal opportunity**

Since 2018, diversity ambassadors have promoted a culture of sharing and tolerance in the day-to-day operations of our Indian teams. In 2018, nearly a third of employees with disabilities received promotions in India, as recruiting campaigns intensified. In addition, for an entire week, Capgemini teams in India organized workshops and conferences to create a more inclusive work environment, encourage gender parity, promote equal opportunity, and foster a better understanding of the challenges of those facing discrimination – such as people with disabilities and the LGBTQ+ community.



"Diversity and inclusion are essential for our clients. At Capgemini, we boost the diversity of our teams – diversity of identity, of course, and also ways of thinking."



**Janet Pope**, Architect of Positive Futures – CSR Manager for North America

**GROW, the campaign to recruit women**

In an effort to expand the number of women working in IT roles at the Group, Capgemini launched a special recruitment campaign in India, the United States, Poland, and England in 2018. Called Global Recruitment Of Women (GROW), the operation provided an opportunity to meet with more than 1,000 women in just a week and to inform them about career opportunities at the Group. Ten percent of the interviews led to job offers.



# Digital inclusion

We use our technological expertise to transform digital into a tool for reducing social and geographical injustice. In 2018, 64% of our community projects focused on digital inclusion.



## North America

### Family Promise Digital Literacy Curriculum

Digital training and return-to-work programs for homeless families.

[familypromise.org](http://familypromise.org)

### Merivis Foundation \*

Mentoring and training program to introduce combat veterans and military spouses to IT professions.

[merivisblog.com](http://merivisblog.com)

### Social Good Hackathon

Contest in which teams of engineering students use technology to solve social problems.

[capgemini.com](http://capgemini.com)

## Latin America

### Young Women in Tech \*

Program to promote the training and hiring of women in Brazil's tech industry.

[laureate.net](http://laureate.net)

### Educational Technology

Program to introduce digital tools into classrooms in Guatemala.

### Connecting Boundaries

Program to train and integrate refugees at Capgemini Brazil.

[acnur.org](http://acnur.org)



## Europe, Africa, and Middle East

### Digital Academy & mentoring \*

IT training and mentoring program in partnership with Simplon to train disadvantaged youth in France, and with Code your Future and Redi School to train refugees in the UK and Germany, respectively, in technology skills, enabling them to re-integrate into the new world of work.

[simplon.co](http://simplon.co)  
[codeyourfuture.io](http://codeyourfuture.io)  
[redi-school.org](http://redi-school.org)

### Mukoko

Development in the Netherlands of a portal and mobile app allowing NGO personnel to collect data in the field on people with the AIDS virus.

### Capacita2

Program to offer digital training to young women with disabilities in Spain.



## Asia Pacific

### InnoSTEAM \*

Program delivering education to 30,000 students in rural India, in digital and new technologies.

### Digital Academy

In partnership with Simplon and Pratham Infotech Foundation, the launch of two digital academies in Mumbai and Pune, including one devoted exclusively to women.

### LEAP

Training in IT, data and web professions for unemployed young people in India.

[capgemini.com](http://capgemini.com)

### IT Google Office training

Digital training and return-to-work program in Vietnam.



"I've been a volunteer for a long time, and it's always an incredible experience. I want to encourage all of us to give back to society, not necessarily by donating money, but by giving our time and skills."

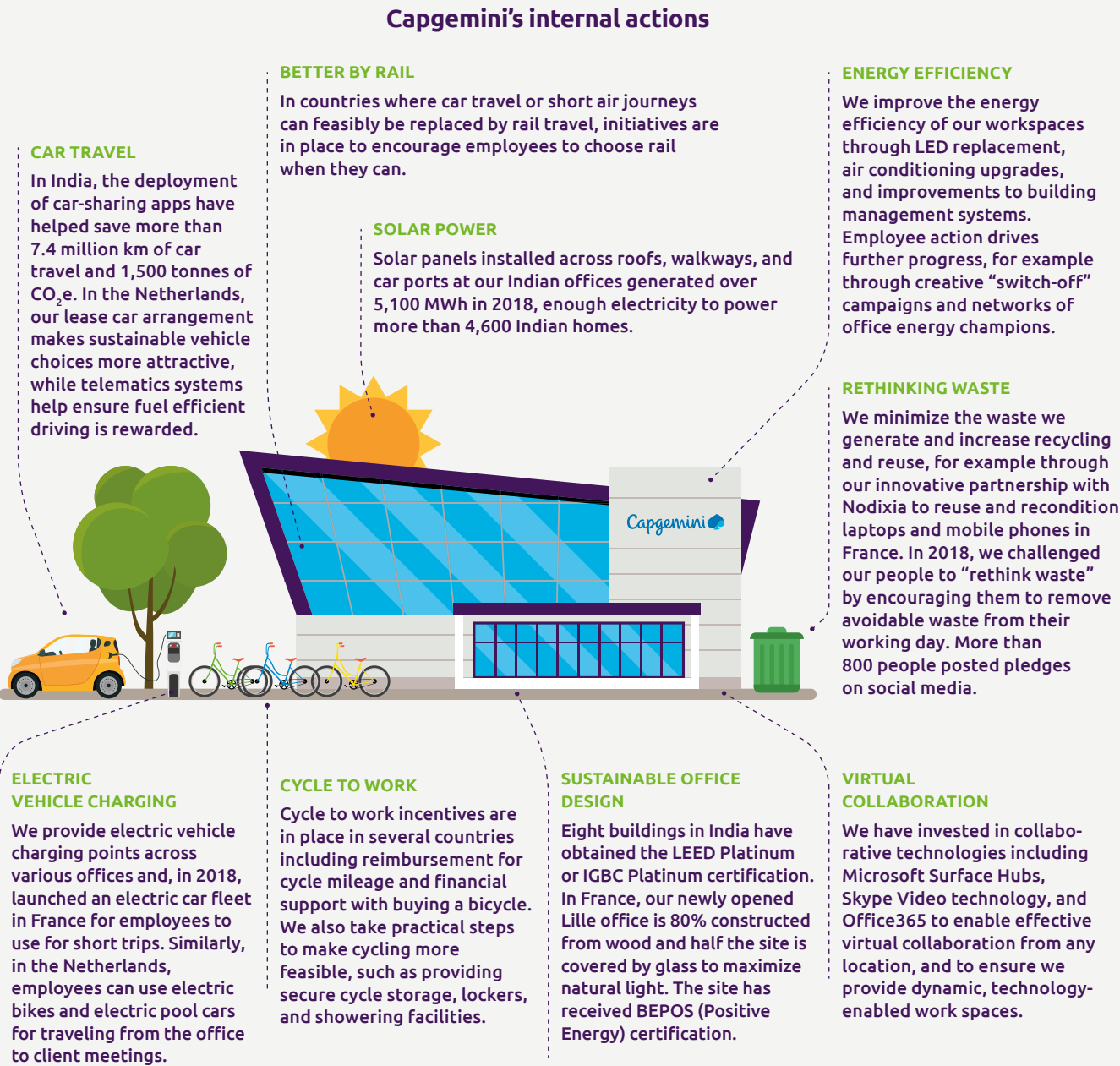
**Leena David**, Architect of Positive Futures – CSR Team India

# Environmental sustainability

Our environmental sustainability approach focuses on reducing our own environmental impacts, building the resilience of our business to the impacts of climate change, and supporting our clients with their sustainability challenges.

## Reducing our carbon footprint

**We have achieved**, two years ahead of schedule, our objective of a 20% reduction per employee compared to 2015 emissions. This progress is the culmination of efforts from across the entire Group to embed sustainability into our operations, behaviors, and business practices. The graphic below highlights examples of initiatives in place across the Group. ●



## Advancing our client sustainability program

**I**n 2018, we launched a new global ambition to help our clients reduce their carbon emissions, with a target to save 10 million tonnes of CO<sub>2</sub>e by 2030. This new goal is driven by a recognition that while continuing to reduce our own operational impacts is essential, we can play a far greater role in addressing climate change if we collaborate with our clients on the topic. Our new commitment will mean a step change in our business, rethinking the way in which we view and use technology and embedding sustainability benefits into our portfolio of services. The focus during 2018 has been on identifying service areas and specific capabilities that can and are delivering tangible sustainability benefits to our clients. We have defined over 30 capabilities from within our portfolio that we know can help clients reduce their carbon emissions, from optimizing the use of existing technology to leveraging data and insights to drive sustainable performance. Find a selection of examples below.

**Smarter fleet management**  
— Smart fleet management solutions that Capgemini has implemented for clients include tools to optimize delivery schedules and load capacities, as well as telematics solutions to track driver behaviors and encourage fuel-efficient driving. For every one million liters of fuel saved through solutions like this, we can help our clients achieve a carbon saving of 3,200 tonnes of CO<sub>2</sub>e.

**Rationalizing IT infrastructure**  
— Helping clients to rationalize IT infrastructure and migrate data to cloud solutions delivers environmental benefits; specifically, by reducing the number of servers required to host systems. This reduces both operational energy usage and the carbon embedded in the hardware.

For every 100 servers migrated from a traditional data center to a public cloud, we can help our clients achieve a carbon saving of 260 tonnes of CO<sub>2</sub>e per year.

**Predicting and preventing leakage**  
— Our big-data analytics solutions enable clients to identify water leaks, often weeks earlier than would typically be expected. For one UK water company, Capgemini's solution detected nearly 85% of water leaks 20 days earlier than the current industry average. For every 100 megalitres of water we help our clients to save, this has a potential carbon saving of 105 tonnes of CO<sub>2</sub>e. ●



"Capgemini's environmental sustainability program is about building solutions to important environmental issues, both within our business and for our clients. 2018 has been a year of strong progress on all fronts. We are delighted to hit our 2020 carbon target two years early."

**James Robey**, Environmental Sustainability

**Engaging and empowering our people**  
Our ability to engage and empower our team members is crucial to the success of our environmental sustainability program. This is particularly true of our new client-facing program, which aims to enable our people to develop client services with sustainability in mind. 2018 saw us accelerate our engagement activities, with over 1,500 people engaged directly on the sustainability agenda, through webinars, business challenges, hackathons and training programs. We also developed a range of tools that will support sales teams and client-facing executives to define, sell, and measure the positive environmental benefits linked to our technology services. A new client-facing Sustainability Ambassadors network was formed to help discuss and share best practice between those working on the sustainability agenda with clients.





Capgemini Group Founder Serge Kampf began the tradition of featuring contemporary artists in each year’s Annual Report as a way to celebrate the arts. For this year’s Collection, Capgemini has chosen to work with a duo of contemporary Indian artists, Jiten Thukral and Sumir Tagra. We currently employ more than 100,000 talents in India, and our choice of artists emphasizes the country’s importance to the Group.

The art of Thukral and Tagra examines population migration, consumer culture, Indian identity, and its mythological narratives. The everyday experience of Indian architecture and urban design is also embedded in all of their work.

Explore more at [thukralandtagra.com](http://thukralandtagra.com) or on their Instagram account, [thukralandtagra](https://www.instagram.com/thukralandtagra/).



[instagram.com/thukralandtagra/](https://www.instagram.com/thukralandtagra/)



[facebook.com/Thukral-Tagra-614033121991757/](https://facebook.com/Thukral-Tagra-614033121991757/)



[vimeo.com/thukralandtagra](https://vimeo.com/thukralandtagra)

**Management of overall project**  
Group Corporate Social Responsibility Department and Group Marketing and Communications Department  
11 rue de Tilsitt, 75017 Paris  
[integratedreporting@capgemini.com](mailto:integratedreporting@capgemini.com)

**Expertise on Integrated Reporting:**  
Consultland – Nick Landrot

**Writing:**  
Consultland – Vanessa Caffin

**Design, production and writing:** WordAppeal & Studio L’Éclaireur

**Artists:** Thukral & Tagra

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