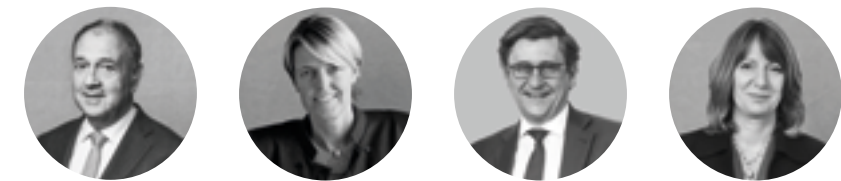


# INTEGRATED REPORT 2017





## — Welcome to Capgemini's first Integrated Report

**T**his year, for the first time, we release digitally and in print, an Integrated Report aligned with the <IR> Framework as published by the International Integrated Reporting Council.

It is a key communication intended for all our stakeholders to explain who we are at Capgemini: a technology-enabled business transformation company serving global clients and a leading responsible company, using our expertise for positive impact.

Confident about the future, we believe that financial and non-financial performance are both critical to creating sustainable value for all.

We would be delighted to gather your comments at [integratedreporting@capgemini.com](mailto:integratedreporting@capgemini.com)

**Paul Hermelin**  
Chairman and CEO

**Hubert Giraud**  
People Management and Transformation

**Christine Hodgson**  
Corporate Social Responsibility

**Rosemary Stark**  
Sales

On the cover  
**Mathieu Merlet Briand**  
*Our cloud, are in the #air*, 3/6, 2017  
Collage of micro-perforated prints on mirror  
115 × 5 × 109cm

This work is part of a series of six pieces made for the "Environnement" exhibition in Paris, in 2017. To create the work, the artist searched for the word "air" on Google Images, Instagram, Tumblr and Pinterest. With this search, by recycling and compiling thousands of image fragments, the artist evokes the storage of data in the cloud. This series paraphrases this new contemporary "air" that surrounds us.

### **The artist**

Mathieu Merlet Briand is a young French artist whose work offers a topical response to the new challenges of the post-digital era. After learning how to write code, he worked with engineers to develop his own programming tools in the form of algorithms. He condenses massive volumes of data collected from the web by using keywords to create image compilations, or "abstractions". Through his work, he explores the way we use the internet, big data and the cloud in today's society – themes that align perfectly with the challenges tackled by Capgemini.



# — Connect with us

Discover the digital version of our 2017 reports:  
[reports.capgemini.com/2017/en](https://reports.capgemini.com/2017/en)



The **Annual Report** highlights our ambition and strategy, features the main activities of the year, and provides interviews and key updates across areas of business.



The **Integrated Report** describes how the Group's strategy, governance, and organization create lasting value for Capgemini and its stakeholders.



The **Registration Document** supplies financial analysts, institutional investors and individual shareholders with complete legal, business, financial, and accounting information.

## More resources

**Business:** [capgemini.com](https://capgemini.com)

**Financial:** [investors.capgemini.com](https://investors.capgemini.com)

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

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

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



## ABOUT US

— 6-7 —  
Capgemini at a glance

— 8-11 —  
Conversation with Paul Hermelin

— 12-13 —  
Market trends and our priorities

— 14-15 —  
Value creation model

— 16-17 —  
Governance

— 18-19 —  
Highlights and key figures

## KEY TOPICS

— 20-21 —  
Ecosystem and Materiality

— 22-25 —  
Partnering with leading clients

— 26-29 —  
Committed to people

— 30-31 —  
Ensuring data protection and cybersecurity

— 32-33 —  
Uncompromising on ethics and compliance

— 34-37 —  
Contributing to a better world

## ADDITIONAL INFORMATION

— 38-39 —  
Our connections

# — Summary



# — Capgemini

People matter, results count.

— AT A GLANCE —

Driven by the conviction that the business value of technology comes from and through people

Enabling clients to realize their business ambitions through an array of services from strategy to operations

Global, entrepreneurial and multicultural

At the forefront of innovation for our clients

Leading expertise in consulting, technology services and digital transformation

Delivering solid and sustainable performance



**200,000**  
employees in

**40+**  
countries from

**120+**  
nationalities



We provide unparalleled opportunities to spur innovation through our **Applied Innovation Exchange**, a network of 16 centers located throughout the world.



We leverage a **global ecosystem of partners**, including high-profile technology players and specialized startups.



We publish industry-recognized studies on the latest digital trends, notably through our **Digital Transformation Institute**, a network of dedicated research centers in India, the UK, and the US.



We share and discuss our business insights with industry peers through **Expert Connect**, our online community with more than 1,000 active Capgemini members.

#### Key service offers

- Digital Strategy, Innovation & Transformation Consulting •
- Digital Manufacturing •
- Digital Customer Experience •
- Insights & Data • Engineering Services •
- Cloud Choice • Infrastructure Services •
- Application Development & Maintenance •
- Testing • Automation •
- Business & Platform Services •
- Cybersecurity •

#### Strong sectorial expertise with dedicated offers

- Consumer Products & Retail, Distribution & Transportation •
- Energy, Utilities & Chemicals •
- Financial Services •
- Manufacturing, Automotive & Life Sciences •
- Public Sector •
- Telecommunications, Media & Entertainment •

#### 2017 full year results

**€12.8bn**  
revenue

**11.7%**  
operating margin

**€1.1bn**  
Free cash flow

#### Architects of Positive Futures

- **Diversity** •  
Building an inclusive workplace, attracting and retaining a diverse workforce
- **Digital inclusion** •  
Using our skills to help societies address the impact of the digital and automation revolution
- **Environmental sustainability** •  
Minimizing our environmental impacts, building business resilience against climate change, and supporting clients with their sustainability challenges

#### 7 founding values

Honesty



Boldness



Trust



Freedom



Fun



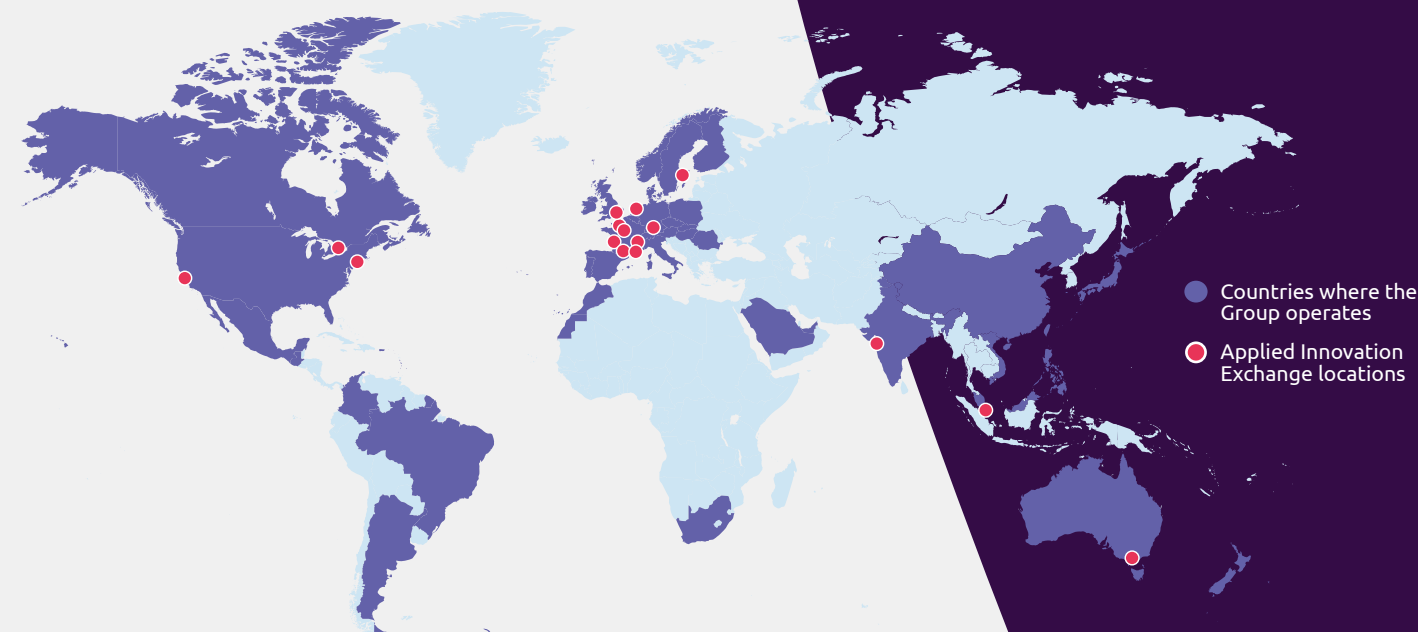
Modesty



Team spirit



at the **heart** of  
**everything** we do







Claire Sauvanaud, Account executive AXA — Aparna Herur, Lead Solution Architect — Ville Kurki, Sales Idean & Paul Hermelin, Chairman and CEO

## — Conversation with Paul Hermelin

In a conversation with three Capgemini colleagues from around the globe, Chairman and CEO Paul Hermelin replies to questions about value creation and rallying the company around core values.



**Claire Sauvanaud** › So, the pace of change has accelerated and some industries are incurring massive transformation. In financial services we are seeing telcos and retail getting into that industry. The shared-service economy is spreading. How do we at Capgemini make sure our offers are relevant and we keep bringing innovation to our clients?

**Paul Hermelin** › Claire, you are just right. Historically, clients were in a well-defined environment and now what they ask is a combination of reliability (always) and innovation, and innovation comes from technological partners but may also come from startups, you speak of financial services or blockchain. As a company, we have to integrate

all the innovation and incorporate it into solutions and platforms, and that's what I think creates the excitement for our people – being the meeting point of reliability and innovation.

**Aparna Herur** › Paul, you have always talked about Capgemini being different because of our entrepreneurial culture. Now that we see a larger number of startups around the world, and young people coming out of education with very different expectations from companies, how do we ensure that we still win this war for talent?

**Paul Hermelin** › That's a more complex question. I have some admiration for young people who want to start their own business so why would I suggest that they start their career with us? First, we are proud of doing difficult things for demanding clients and there's always something to learn when you do difficult things for demanding clients. So, they will come and they will join a company which has a strong tradition of delivery and innovation and they will learn a lot. Some of them will pursue their career outside and we should stay connected with them and invest in alumni relationships, but let's keep the Group as a place where you learn and you focus on what I have defined as "difficult things".



**“As a company, we have to integrate all the innovation and incorporate it into solutions and platforms, and that's what I think creates the excitement for our people – being the meeting point of reliability and innovation.”**

**Paul Hermelin**  
Chairman and Chief Executive Officer



**Ville Kurki** › And how do you see us maintaining one Capgemini culture and what unites us globally under one ambition?

**Paul Hermelin** › First, the Group has always accepted cultural diversity, provided we align it with the values that bring us together. Historically, we had technologists and consultants. Now we have creative people (you are one of them) and we have data scientists, so we have to add new cultures, and my gut feeling is that it will be client passion that will bring them together, and all of us rallying on some ethical values and our raison d'être, just to show what is the Group's future, what is the value that we want to deliver to our clients.

**Ville Kurki** › So, we have been expanding recently with multiple acquisitions to the portfolio reach, namely for example Idean, where I joined the Capgemini Group. How do you see this area evolving and the next steps to create value for our customers and people?

**Paul Hermelin** › Our portfolio offerings have to evolve extremely quickly. Some of these innovations will be born within the Group and we have to be ready to welcome innovation from outside of the Group, some with startups that will remain partners, some with acquisition, and Idean is the case where it's a new culture that joined the Group, a beautiful culture, by the way a multicultural culture, and here we should be ready to accept a cultural difference provided we have one rallying motto, which is servicing the client in respect



Watch the conversation:  
[reports.capgemini.com/2017](https://reports.capgemini.com/2017)

**Claire Sauvanaud**, Account executive AXA



Ville Kurki, Sales Idean

to our values, and we have done that with 40, 50 years now of acquisition, while we respected many cultures, and I think that's what makes the Group quite unique.

**Claire Sauvanaud** › Our clients, our employees, our partners in the ecosystem in which we operate, are asking us to act and think responsibly. How does Capgemini address this expectation?

**Paul Hermelin** › It's a dimension that people tend to underestimate. The Group lives in osmosis with the rest of the world. It has a workforce of 200,000 people, but do you know that last year we recruited 52,000 people? So we keep breathing, onboarding people and some of our people leave. So our teams are a reflection of society and we need to show that we have value creation that speaks to society, which is why we have completely redefined our social objectives: one focus on diversity, of course, one on environment sustainability, and the last one (which not everybody would understand) is what we call digital inclusion.

**Aparna Herur**, Lead Solution Architect



“Historically, we had technologists and consultants. Now we have creative people and data scientists, so we have to add new cultures, and my gut feeling is that it will be client passion that will bring them together.”

**Paul Hermelin**  
Chairman and Chief Executive Officer

**Aparna Herur** › Paul, since the launch of the renewed corporate social responsibility strategy in 2017, CSR for Capgemini is about being Architects of Positive Futures. What does this exactly mean?

**Paul Hermelin** › I just mentioned diversity, that's clear. Diversity is not only gender diversity. It's also welcoming people from a lot of different ethnic origins and having a diverse representation of talents. Environmental sustainability, that goes without saying, but it's better to mention it because the IT, all our servers, computers, play a role in global warming, so we have to mitigate their consequences and how we manage that. But, more interestingly, that new concept of digital inclusion. Usually people think negatively of it. They speak of the digital divide and how to overcome the digital divide, and how to help people notably from parts of society that are less educated to have access to the power of digital technology and to master that digital power. We are trying to work on that so we will focus on that segment of the population and help them to leverage all the power of digital culture and of the digital tools that are in use every day.

The three of you represent three dimensions of our challenges. The customer challenge, our people challenge, and the digital transformation challenge. That will represent more and more the complex value creation that the Group wants to reach and dominate, and that will be well represented with this new Integrated Report.

## — Succeeding in a rapidly evolving market

Consulting and IT services companies provide business and technological expertise to support organizations in the complexity of creating, managing, and optimizing their IT and business performance.

### EFFECTIVENESS AND INNOVATION

— Effectiveness and innovation in digital and IT are key for clients. Consulting and IT services providers have supported their clients through several technological waves and have gone through successive large transformations over the past few decades such as the shift from mainframes to client-server architecture, the move to software packages, followed by mobile applications, big data and the cloud in more recent years. We are in a market where we must adapt, and that has always been the exciting challenge in our industry.

Historically, consulting and IT services providers have been leveraged by companies for two main reasons:

- One is effectiveness, quality and cost reduction, with a focus on outsourcing. Traditional consulting and IT services providers give a commitment to clients on quality, time to deliver, and efficiency gains, hence the importance of productivity, relentless cost management and automation.
- The second main reason is innovation: consulting and IT services companies help clients imagine what's possible with innovation. As the landscape continues to evolve rapidly, with waves of technological disruption, new possibilities are opening up for clients. These include artificial intelligence, advances in analytics, the cloud, and blockchain.

### DIGITAL TRANSFORMATION

— When it comes to the digital transformation of business, the future is now. Companies are using digital technologies and advanced analytics to unlock new sources of sustainable growth and

achieve new levels of efficiency, flexibility, and speed. We see industries invest in digital intelligence to understand and predict their businesses and use digital enablers to create tangible solution models orientated around the whole value chain. This combines a true “end-to-end customer experience”, an industrial revolution, and renewed business platforms, all powered by new, cloud-centric infrastructure.

### INFORMATION TECHNOLOGY BECOMES MAINSTREAM

— IT will continue to be a critical foundation. Significant opportunities exist to refresh IT with new capabilities, such as flexibility with the cloud and efficiency enhanced by automation.

We now also see a wider addressable market beyond the “traditional” area of chief information officers. New enterprise buyers are emerging, in particular:

- Chief marketing officers, as they are increasingly responsible for end-to-end customer experience.
- Chief operating officers, as IT becomes embedded in products and services across industries.
- Manufacturing executives, who now focus heavily on enabling the “Industry 4.0” delivery model as well as efficiency, intelligent production, and constant product customization.



## — Capgemini, A Leader for Leaders

The Group is ideally positioned to capitalize on these market megatrends with the expertise to help our clients transform at scale.

### WE LEVERAGE OUR PASSION FOR CLIENTS

— We help our customers attain their objectives in terms of effectiveness and innovation. 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 from innovation.

We partner with clients to drive end-to-end transformation enabled by our capabilities, which range from innovation, consulting, and systems integration to operations.

Moreover, as a global strategic partner, we believe that in-depth industry knowledge is critical. We continue to invest and strengthen our industry content in our selected focus areas.

### WE EXPAND OUR PORTFOLIO AND STRENGTHEN OUR GLOBAL PRESENCE

— Our current focus is the evolution of our offerings towards digital and cloud, which are driving significant business and technological change at our clients. We are pursuing targeted acquisitions to reinforce our capabilities and accelerate the transformation of our portfolio of offerings.

We continue to invest in cybersecurity as we see strong traction for our offerings, geared towards securing our clients' infrastructure and systems.

We enhance our portfolio in close collaboration with our key partners to anticipate market evolutions.

We are accelerating our efforts in artificial intelligence. We are developing and deploying AI-based and machine learning solutions for our clients, including top-tier investment banks, consumer products and automotive companies. We are also investing in our own AI-based platform to stay

ahead of the curve and will expand on our solid community of more than 10,000 skilled resources in AI and automation.

We will also further strengthen our footprint in North America, the largest and most innovative IT market in the world, whilst pursuing our growth in Europe, our historical market. We remain ambitious about our expansion in other parts of the world, in particular Asia Pacific and Latin America, which represent fast growing markets.

### WE INVEST IN HIGHLY SKILLED ENTREPRENEURIAL TALENT

— Capgemini's spirit of conquest and passion for entrepreneurship on behalf of our clients have always been key for our employees. In 2017, we launched an unprecedented investment to upgrade our capabilities, increasing our training efforts by 34%, which translated into the addition of 2.2 million training hours. We will continue to invest in our people, attract and retain the best people in the industry, and offer leadership opportunities to our diverse, emerging talents.

### WE COMMIT TO BEING A LEADING RESPONSIBLE COMPANY

— Corporate social responsibility is a business imperative, important in all our decision making. We focus our CSR strategy on three core pillars:

- Diversity: creating a diverse talent pool and a working environment in which they can thrive.
- Digital inclusion: helping societies take advantage of the digital and automation revolution.
- Environmental sustainability: reducing our carbon impact and helping our clients to reduce theirs.



# — Capgemini, human, passionate and innovative

Using experts, operational excellence, innovative assets, and added-value partnerships, we provide our clients with global business and technological solutions. This creates tangible value and contributes to their sustainable performance. This also drives benefits for all our stakeholders.

## We mobilize **resources**<sup>1</sup>



### Human

200,000 talented employees in 40+ countries



### Social and relationship

A worldwide ecosystem of diverse business and academic partners



### Industrial

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



### Intellectual

- Innovations from strategic and emerging partnerships
- Our Collaborative Business Experience™ approach to working with clients



### Financial

- €1.1bn free cash flow generation
- €238m cash invested in four digital & innovation acquisitions
- A strong balance sheet, with a low net debt (€1.2bn)

## We create **value**

### By drawing on our seven founding values and leveraging our entrepreneurial culture:

We attract the **best young and experienced talent** and provide aspirational development paths. We enhance and challenge their expertise through collaborative methods and knowledge.

We consistently adapt **our agile, decentralized and competitive organization** for effectiveness.

**We drive competitiveness** with a seamless delivery by one team, anytime, anywhere.

We harness **innovation** through our Applied Innovation Exchange and our Digital Transformation Institute.

**We build** the most relevant strategic and emerging partnerships.

**We are passionate about clients.** They are at the heart of our business, with long-lasting collaboration, trust and mutual respect.

## We add **value**

### Collaborating with and for our clients:

**We enable our clients to achieve innovation and competitiveness.**

We propose an **array of services** from strategy to operations.

We create and deliver **technology-enabled business transformations** that fit our clients' needs.

**We bring deep industry knowledge** that ensures we are up to speed with the challenges our clients are facing.

## We share **value**<sup>1</sup>



### People

- 52,000+ recruits, including 40% young graduates
- 8.7m hours of training to 96%+ of employees



### Clients

- We serve 73% of the Forbes Global 200 public companies
- Our top 10 clients represent 15% of revenue
- 95% of revenue comes from existing clients
- 4.2/5: client satisfaction level through regular assessment of our clients' expectations defined by contractual deliverables



### Business partners

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



### Shareholders

- A 23.4% share price increase
- €438m returned to shareholders: €262m dividend, €176m share buyback



### Society

- €3.4m in social development initiatives
- 15% reduction in carbon footprint per employee vs 2015

Using our experience, we aim to deliver sustainable value to all

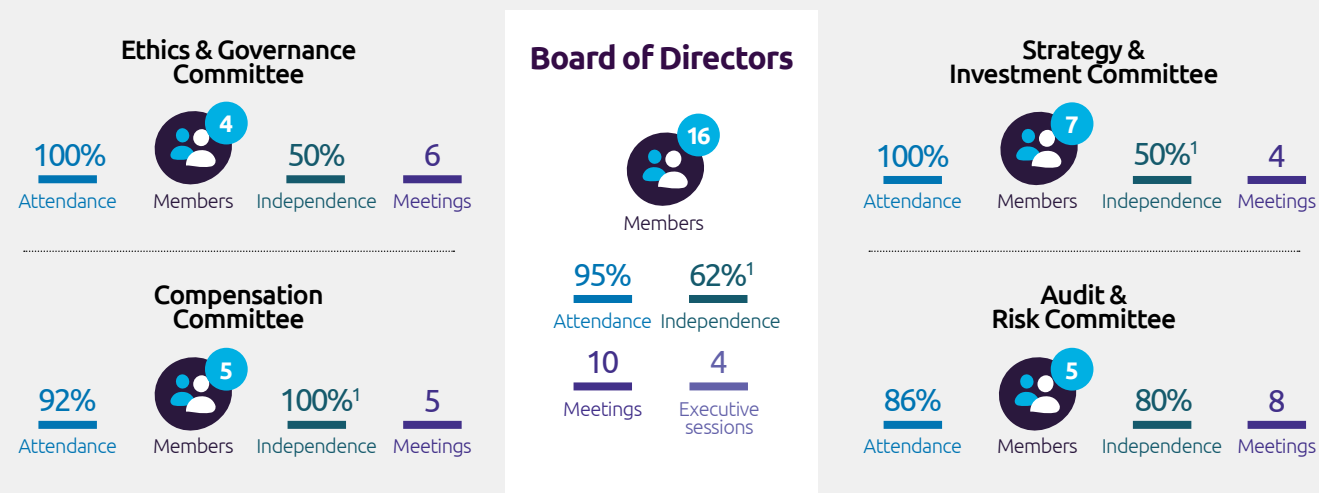
stakeholders and the communities in which we live and operate.



# — A balanced governance

The governance bodies are responsible for the stewardship of the Company, overseeing its conduct and affairs to create sustainable value for the benefit of its shareholders and all other stakeholders.

## GOVERNANCE BODIES

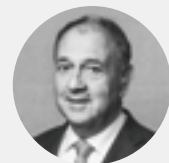


## Group Management

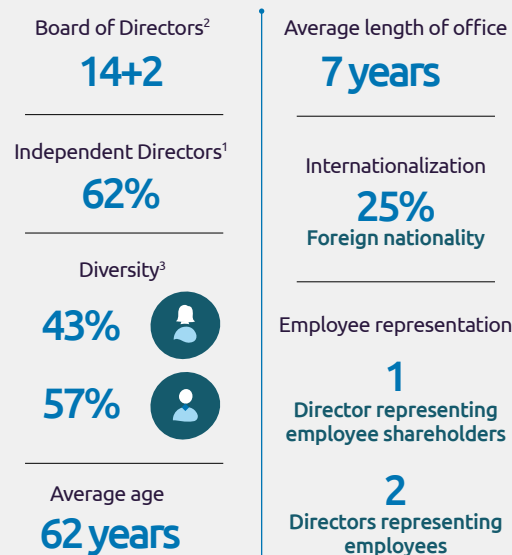
General Management	Group Executive Board	Group Executive Committee
Comprises the Chief Executive Officer and the two Chief Operating Officers.	Defines the broad strategies and actions to be submitted to the Group Executive Committee for approval and ensures their implementation by the major business units.	Structures and follows the implementation of strategies concerning the Group's operating structure, the choice of priorities, production rules and organization.

## BOARD COMPOSITION

— Capgemini's governance benefits from an active and diligent Board of Directors, independent in its composition and with a collective approach to its operation. Its members have diverse and complementary personalities both from a professional and cultural standpoint, true to the Group's history and values.



**Paul Hermelin**  
Chairman and  
Chief Executive Officer



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

"Capgemini enjoys a balanced and efficient governance, tailored to the Group's specific requirements and current challenges."

NB: all figures are up to date as of December 31, 2017.

<sup>1</sup> 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.

<sup>2</sup> Fourteen directors are elected by the shareholders; the two directors representing employees are appointed in accordance with the employee representation system.  
<sup>3</sup> 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.

## BOARD REFRESHMENT

— Since 2012, eight new Directors have joined the Board, representing 50% of the current Board members as of December 31, 2017.

Profile of the  
incoming Directors



## BOARD FOCUS AREAS IN 2017



# — 2017 in key highlights & figures

Throughout 2017, we strove to improve the services we offer our clients, the lives of our employees, and the communities in which we operate. Here are just a few of the highlights.

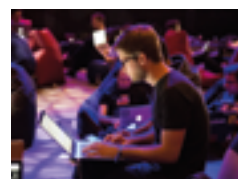


## Landmarks in digital and transformation

**C**apgemini has become the global IT provider for McDonald's restaurants and digital capabilities. McDonald's has launched an ambitious strategy to transform its business through digital innovation and it has turned to Capgemini in order to accelerate innovation and transform the restaurant experience.

**Orange Bank** has emerged as a brand new player in the mobile payment space, notably thanks to a platform built in partnership with Capgemini and a relationship that was critical to the launch of the bank.

Building on a relationship with **Zurich Insurance Group** spanning more than 30 years, Capgemini recently completed two new projects, one delivering a completely revamped claims experience in Mexico and the other optimizing straight-through claims for customers in Germany.



### EXPANDING OUR OFFER THROUGH SMART ACQUISITIONS

We continue to evolve our portfolio of services in the digital and innovation space, acquiring Itelios, Idean, TCube and LyonsCG in 2017.



## MOVE50, employees celebrate 50 years of Capgemini

**I**n five decades, Capgemini has grown from a small French company to a global leader. To celebrate our 50<sup>th</sup> anniversary in 2017, employees in 43 countries took part in MOVE50 – a CSR campaign that embodied our values of boldness, team spirit, and fun. The results: 415,696km of sponsored runs, cycles and walks, €100,000 given to educational projects, and more than 298,000 shares, likes and retweets on social media.



## One Planet Academy

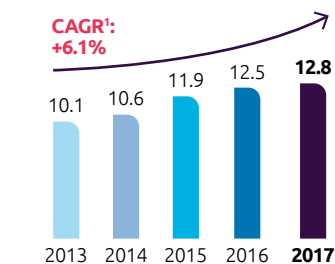
**I**n partnership with the WWF in India, Capgemini has designed and developed One Planet Academy, the first, one-of-a-kind digital platform that offers students and teachers in India interactive and engaging educational content about sustainability and the environment. The platform is already used at 3,600 schools, reaching more than 500,000 students.

Discover more at: [academy.wwfindia.org](http://academy.wwfindia.org)

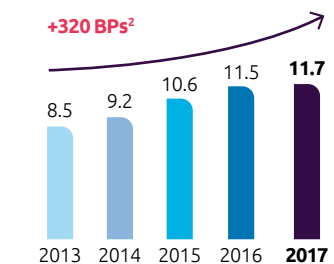


## OVER THE PAST FIVE YEARS, WE HAVE DELIVERED A STRONG AND SUSTAINED FINANCIAL PERFORMANCE

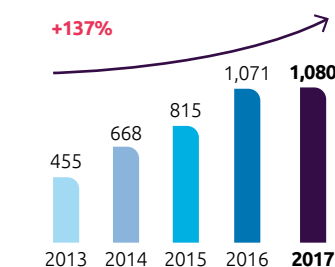
Revenue  
Billions of euros



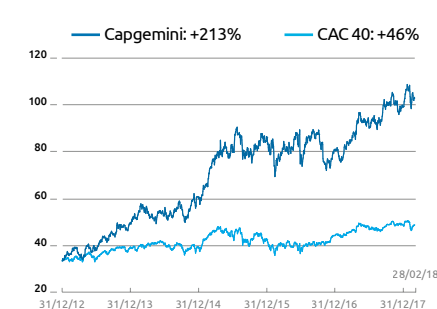
Operating Margin  
%



Organic Free Cash Flow  
Millions of euros

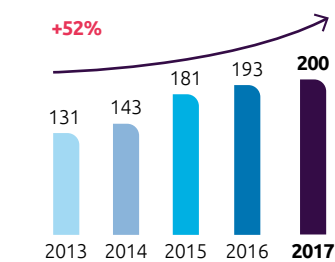


Share Price of Capgemini  
In Euros, compared to CAC40 index

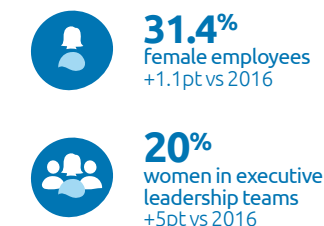


## WE HAVE STRENGTHENED OUR GREATEST ASSET: OUR PEOPLE

Headcount Evolution  
Thousands of employees



Diversity  
%

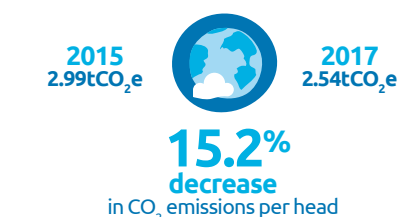


Employee Shareholding



## OUR BUSINESS GROWTH HAS BEEN ACHIEVED MINDFUL OF OUR ENVIRONMENTAL IMPACT AND RESPECTING OUR VALUES

Greenhouse gas emissions reduction



We are recognized for our ethics



## — Constructively interacting with our stakeholders

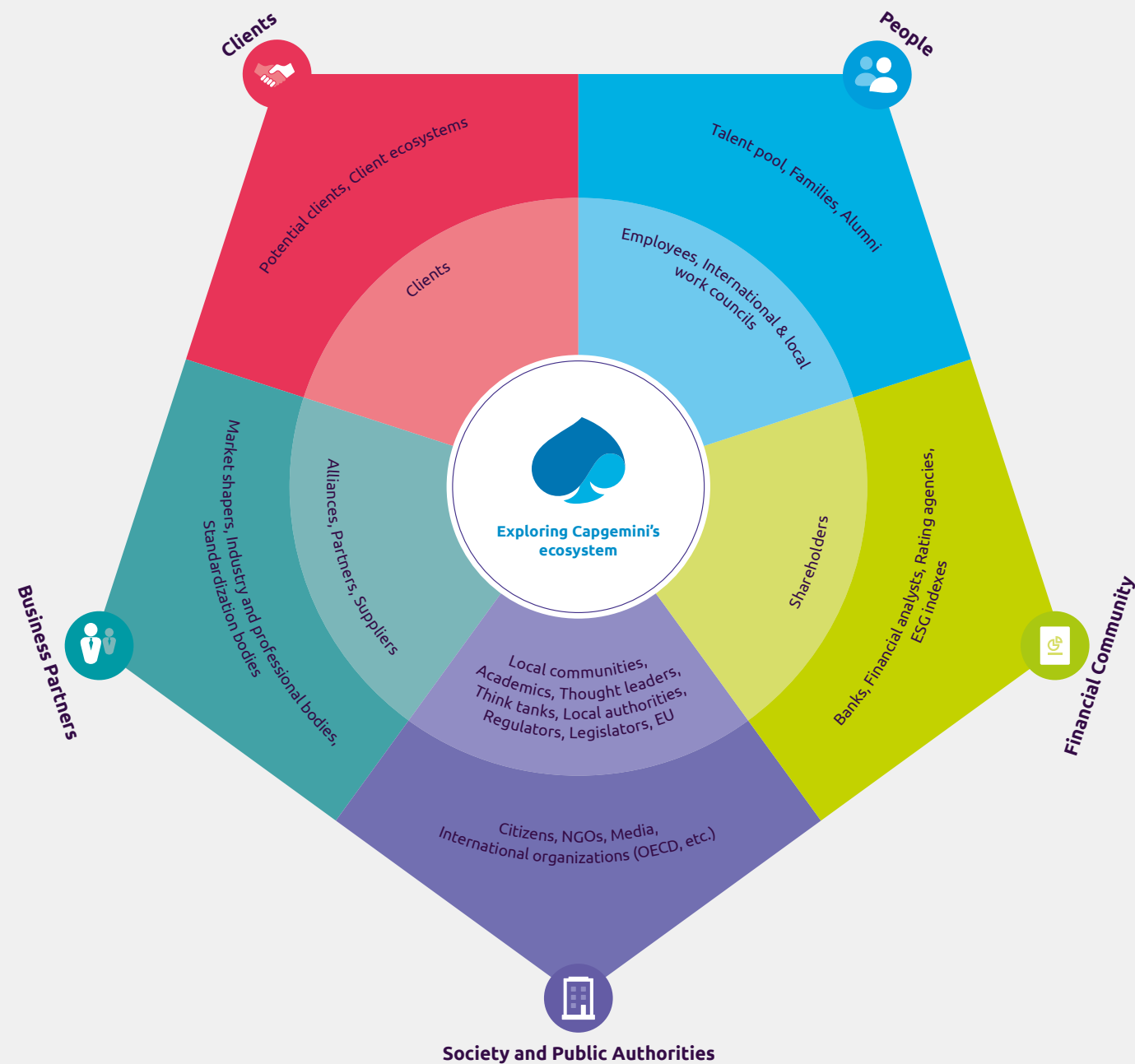
— For us, stakeholders are people, groups and organizations with whom we have a common agenda: enabling the digital and technological transformation to deliver reliable and sustainable performance, by dealing responsibly with economic, social, and environmental issues.

— Capgemini's success depends on our ability to work constructively with our stakeholders, to improve outcomes for all.

— Capgemini relies on the knowledge and insight that stakeholders can bring to support robust business decisions. Thus, we are better able to provide the services our clients need, and act as a responsible business.

**Legend:**

- Stakeholder category
- Ad hoc relations
- Long-term relations / Strong & reciprocal influence



## — Focusing on our key topics

— In line with the <IR> Framework published by the IIRC, key topics are economic, social and environmental issues that have an effect on the organization's ability to create value. This is determined by considering their effect on the organization's strategy, governance, performance or prospects.

— The aim of the materiality analysis is to ensure Capgemini addresses these topics. As part of this process, in 2014 Capgemini carried out its first materiality analysis.

— In 2017, we completed two steps of a structured three-phase approach:

- we represented Capgemini's full ecosystem and prioritized our stakeholders by our level of engagement with them;
- next, by questioning senior managers representative of the Group's leadership, we identified and selected the relevant issues having an impact on our ability to create long-term value.

— In 2018, we will gather insights from a global panel of stakeholders, which will drive a strategic dialogue between internal and external viewpoints and strengthen our materiality analysis.

**We develop our view and our value proposition on these key topics in the coming pages.**





PARTNERING WITH LEADING CLIENTS

# Co-creating value in an age of rapid change

“At Capgemini, we have a passion for our clients: engaging and delighting our clients underpins everything we do. We work with technology. However, people are at the heart of our success.”

Rosemary Stark  
Sales



## GLOBAL TRENDS

62%

of firms say their culture is the number one hurdle to digital transformation (survey of 340 organizations by the Capgemini Digital Transformation Institute<sup>1</sup>).

26%

profitability uplift for companies with strong transformation management intensity, according to a 2017 study by Capgemini and MIT Sloan.

30%

of young professionals would switch jobs if their organization lacked an innovation culture, according to The Digital Transformation Review<sup>2</sup>.

## — Continuous innovation is needed to stay ahead in an increasingly complex world

Volatile, uncertain and complex, these are the conditions under which a modern company must operate and survive. The status quo is being challenged, new entrants are leading us to reconsider previous assumptions, and continuous innovation is needed to stay ahead.

### ARTIFICIAL INTELLIGENCE: CUTTING THROUGH THE HYPE AND FOG

“AI will be the most debated, invested in, and disruptive business technology trend over the coming years. Organizations must cut through the fog and understand how to apply this innovation and become a truly intelligent enterprise.”

Lanny Cohen, Chief Innovation Officer, Capgemini.

### UNCOVERING THE BEST ANGLE

— The digital revolution has granted us access to options that are immediate, competitive and more open than ever before. This brings a new challenge of how to maintain a comprehensive understanding of new and emerging technologies. A multitude of startups are also bringing in new ideas and ways of working. With so many possibilities out there, it is safe to say our clients are suffering from choice-overload. So, how do we find the right angle with innovation?

Innovation is successful when it is used to drive business value: create new opportunities, disrupt value chains, and optimize operations and ecosystems. The right balance between embracing new ways of thinking and ensuring successful delivery should always be found.

A key objective is to avoid becoming a victim of the “shiny new object syndrome”, where companies start creating proof of concept after proof

of concept, experimenting with a new technology without clearly defining at the start what the return on investment of that technology should be. Innovation should always start with the business, and technology follow as an enabler.

### FINDING THE BEST TALENT

— Finding the best talent for innovation is crucial. In recent research conducted by LinkedIn and Capgemini, nearly all organizations recognized that there is a digital talent gap.

It comes as no surprise that business partners with both the technical and soft digital skills, such as customer-centricity and passion for learning, are most in demand today.

### STRENGTHENING LONG-TERM PARTNERSHIPS

— In the consulting and IT services industry, the more providers anticipate, understand and know our clients’ needs, the better they can support them to implement the transformation required by business and technological disruption.

Long-term relationships with clients and in-depth knowledge of their needs will help them to feel free and confident to travel unexplored paths, and to drive real value for themselves and for their customers.

This will enable them to reinvent themselves, harnessing agility, innovation, and the engagement of their people and their customers to stay ahead.

### RISKS AND OPPORTUNITIES

The main risks and opportunities our industry is facing related to clients and innovation include in particular our ability to adapt our services portfolio, remain cost competitive, and to avoid major service delivery failure, data protection and cybersecurity issues, and significant contract liabilities. Major risks and opportunities, and their management are described in the Registration Document and in the digital version of the Integrated Report.



<sup>1</sup> The Digital Transformation Institute is Capgemini’s research center for digital technology. It has dedicated research centers in India, the United Kingdom and the United States.

<sup>2</sup> Capgemini Consulting’s half-year review.



# — Capgemini's Applied Innovation Exchange

Partnering for innovation through our global ecosystem of experts.

**A**t Capgemini, the client takes center stage. We craft customer-centered solutions, leveraging a complex ecosystem of partners, innovators, incubators, think tanks, start-ups, and scale-ups<sup>1</sup>, to make sure we bring our clients what they need. Our objective is not only to spark new ideas on how to improve ways of doing business, but to guide clients along the way and be a partner for their success. One way of doing this is through the Applied Innovation Exchange (AIE), our global innovation platform.

## PUSHING THE LIMITS

— In 2017, the AIE hosted more than 1,300 client engagements to explore technological solutions to business challenges. At these sessions, we worked with large corporations and startups to push the limits of all aspects of innovation. The role and impact of the AIE is often different depending on the type of product, service, and business model. However, one consistent factor is the rigorous

16

Applied Innovation Exchange centers are maintained around the world by Capgemini, granting our clients unmatched access to a diverse community of people and skills to fuel their innovation.

1,300+

client engagements were run by Capgemini's Applied Innovation Exchange in 2017.

framework that supports success.

Innovation is fun and interesting; however, applied innovation is valuable. The AIE's framework provides the necessary discipline and rigor that is needed to innovate effectively and rapidly. It helps organizations create a culture that encourages, rewards, and promotes innovation. It enables organizations to discover, devise, deploy, and sustain new ideas, insights, solutions, and value. It leverages the latest suites of tools and methods, accelerators, and design thinking.

## COMBINING MULTIPLE TALENTS FOR INNOVATION

— Our experience shows that a key to innovating successfully is finding the right people. A multi-disciplinary ecosystem is needed to drive applied innovation. There must be a collaborative, co-creative approach to build prototypes, proofs-of-concept, and demonstrate business value. Ecosystems thrive on the energy that comes from sharing ideas. To create this energy you need to combine different types of people, partners, and even ecosystems. The AIE links our global curated ecosystem of innovation experts, partners, academia, start-ups, third-party R&D, venture funds, and private equity firms with our clients. With a framework for action and a high-performance engagement experience, our clients, partners, and Capgemini talent all benefit from this unique experience.

This approach facilitates creativity and new ways of thinking. For example: how can blockchain be used for retail supply chain management? How can AI be used to predict how autonomous vehicles and driven vehicles will react together? How can we predict when a component in a nuclear plant is likely to fail?

<sup>1</sup> Scale-up is a startup with a proven business model, strong growth and international ambitions.

Working session at our Applied Innovation Exchange in New York.



# — Groupe PSA reinvents the after-sale experience thanks to mobile

In partnership with Capgemini, Groupe PSA (Peugeot Citroën) has enriched its client experience: a mobile application that transformed after-sales was developed and deployed among mechanics... and in less than four months!

So, users were involved in the development of the application?

**Pierre-Denis Autric**, Culture Hacker\*, Capgemini › The Groupe PSA teams presented us with a great challenge: to create a new experience between their network of mechanics and clients. We brought together technicians, professional teams, and IT experts to describe the process, explored ergonomic solutions, and prepared the deployment. Early feedback allowed for the addition of new functions and implementation at scale. In the end, we achieved a transformation in record time, with glowing feedback from the clients of Groupe PSA, and new challenges already being prepared by Groupe PSA for Capgemini to address.

How has the application impacted commercial relations?

**Jean-Denis Bigot**, After Sales Director, PSA Retail › After just one year, this application has already proven to be a real success: it's been deployed at 160 sites, more than 100,000 videos have been sent to and viewed by our clients, and client satisfaction has been greatly improved, as demonstrated by the ranking of PSA Retail sites. In light of this strong success, and having taken onboard the valuable insights from our field tests, we are now launching a new version of the application, in partnership with Capgemini.

\* One who specializes in reframing problems to drive innovative thinking by questioning content and context.

The idea behind the application is to inform car owners of any repairs that need to be carried out. How does it work in practice?

**Jean-Pierre Fernandes**, Business Manager, After Sales Department, PSA Groupe › When a client drops off their car at a body shop, our technicians carry out tests and an estimate of repairs, and they record a video of their inspection, as well. The report is then sent to the client by email or SMS. The client can watch the video to understand better the repair work to be carried out, and can give their consent.

How was this application designed?

**Arnaud Angotti**, Application Manager, IT Department, PSA Groupe › The challenge was to produce quickly an application that could be used by clients. We worked with Capgemini using the MVP (Minimum Viable Product) method, with user feedback at every phase of development. The key factors to success were the strong involvement of our users and the rapid integration of their requested changes, with field tests conducted during the day and changes implemented the following day. The result: it took us less than four months to launch!

Watch the interview: [reports.capgemini.com/2017](https://reports.capgemini.com/2017)

With the help of Capgemini, Groupe PSA produced a mobile app to enrich the after-sales experience, and they developed it in just four months using continuous user-feedback and MVP methods.



COMMITTED TO PEOPLE

# A magnet for the best talent

“We care about the people deciding to work with us, and we aim to provide them with the best environment to progress and thrive.”

Hubert Giraud  
People Management  
and Transformation



## GLOBAL TRENDS

75%

of the worldwide workforce is expected to be made up of millennials by 2025. Capgemini is already living the future with a workforce made up of 70% millennials.

38%

of employees believe their skillset will become redundant in the next five years, according to a Capgemini joint report with LinkedIn (June-July 2017).

73%

of CEOs reported being concerned about the availability of key skills, according to a 2015 Harvard Business Review survey.

## — GLOBAL INDUSTRY CHALLENGES —

### — Winning the battle for talent is key to future success

Technology organizations face a daunting agenda: build capabilities, support client transformations, and keep systems running while protecting assets. Exceptional talent is required.

#### TALENT SHORTAGE STILL LOOMS

— Business requirements in our industry have become increasingly complex. As businesses transform, they need to draw on highly diverse skills to deliver sustainable business results. Top performance today requires a combination of highly skilled expertise in specific sectors with a breadth of knowledge that spans all relevant domains.

The rapid pace of technological adoption is one key driver. As they pursue advantages offered by emerging technologies, many enterprises are experiencing a skills gap. Their investments are outpacing the labor market's ability to provide the digital skills that will drive new strategies.

Tech demand goes vertical, with certain industries experiencing an acute need for technologically skilled team members.

As technology takes on a pivotal role in every business, individuals are expected to be able to communicate and collaborate efficiently with non-IT departments, therefore soft skills are increasingly important.

What's more, automation radically alters the skillsets that are in demand, as machines begin to handle many routine tasks previously done by people.

43%

of the US workforce is expected to be partially or fully freelance by 2020, according to a report on Nasdaq.com. This will transform how enterprises find and deploy talent. Moreover, in 2015, millennials became the largest generation in the workforce. Their very different demands require new engagement strategies.

Automation is impacting skill requirements and talent sourcing, with a gradual shift of the capabilities needs.

#### EMPLOYER REPUTATION IS KEY

— Leaders must focus on strengthening their employer reputation, by providing an innovative, ethical and positive environment where employees can grow and thrive.

Social media – and what employees are sharing about their workplace – is crucial. Incoming talent is more likely to trust what employees have to say than recruitment advertising.

Employer reputations ultimately depend on the consistent values and vitality of their organizational cultures. Firms are beginning to realize that accountability for the employer brand experience must reside with the leadership, including the CEO.

#### HOT SKILLS ARE VOLATILE

— Beyond technology-driven disruption, the employee pool itself is changing dramatically. Talent markets have become as complex as technology markets. The new generation of talent markets is more volatile. Companies need to revisit the social contract with their team members and provide them with a clear career path, to be able to offer relevant expertise to their clients.

Finally, well-being at work matters more and more. Adapting our work environment conditions is intrinsically part of our company's performance.

#### RISKS AND OPPORTUNITIES

The main talent-related risks and opportunities our industry is facing relate to attracting and retaining talent, including key executives, and managing succession planning. Major risks and opportunities, and their management are described in the Registration Document and in the digital version of the Integrated Report.





## — We aim to create a suitable environment for every new recruit

Finding and nurturing the best minds has never been more essential to our success.

### ATTRACT THE BEST TALENT

— We maintain a robust recruitment and onboarding process, structured around three principles:

- Our talent branding is attractive, fostering our values and our business acumen, and mirroring the Group's performance legacy. Every recruit is assessed in terms of competencies and skills to ensure a fit with the Group's ways of working and agile environment.
- Our ambition is to hire diverse people who will develop within our teams' ecosystems and bring their best to the most varied business environments. Recruits are tracked for gender mix and all recruiters sign the Group Diversity Charter. We actively pursue our policy of employing people with disabilities.
- Our employee promise is to commit to each employee to provide her or him with professional development and progression opportunities through client exposure and learning. In return, we expect each employee to develop and keep their skills up-to-date, which maintains their employability.

### DEVELOP AND RENEW EXPERTISE

— As our success is achieved through the continuously renewed expertise of our people, we prioritize our people's competency- and capability-development. We leverage our long-established Capgemini University, accredited among best-in-

### ENGAGING EMPLOYEE EXPERIENCE

We are committed to fostering a great employee experience and are leveraging Pulse surveys to understand our employees' expectations. We're already recognized as one of the most attractive employers in France and our CEO Paul Hermelin was featured in Glassdoor UK's highest rated CEOs list in 2017.

class learning organizations. We engage our learners virtually, locally, and through our world-class campuses in Les Fontaines (France), Pune (India), and our regional campuses across the globe.

We support business acceleration by prioritizing the right content to the right people at the right time. We design and deploy digital-age learning content focused on our strategic areas and industry standards, and we organize regular events such as skill boosters, co-creation challenges, and hackathons.

Finally, our certification program is a key element in skills development. A priority for 2017 was setting up an Automation Academy, which certified its first 125 graduates and enrolled over 9,000 more. In 2018, we continue to drive certification on emerging technologies and skills (artificial intelligence, Internet of Things, and blockchain).

### RENEW OUR LEADERSHIP MODEL

— Developing the capabilities and behaviors of our Leadership Team is more important than ever. The Group's renewed Leadership Model sets expected behaviors across six interdependent dimensions: "La Niaque", Business Builder, Profit Shaper, People Developer, Active Connector, and Agile Player. We set all leaders a key target for developing their skills, with each of our 1,500 Vice Presidents also tasked to obtain a digital certification in 2018.



### Successfully on-boarding our newcomers

We never get a second chance to make a first impression. So since 2017, we have invited new French graduate hires to a seminar at our Campus Serge Kampf Les Fontaines. Over three days, we brought together 100 people with the ambition to generate emotional engagement with the Group; transmit core consultancy skills around posture, communication, and delivery; and create connections between people by cultivating fun.

Campus Serge Kampf Les Fontaines, Gouvieux (France).

## — We are transforming our workspaces

As working conditions evolve, so do our workplaces. In 2016 we embarked on an ambitious project to transform our traditional offices into experience-building communal spaces. We see it as a key way to attract and enable our talent.

**O**ur workspaces are being rationalized, consolidated, and enhanced under the AgileWork@Cap planning charter, to drive well-being, agility and innovation, and bring about the following benefits:

- **Attractiveness:** the design of our new spaces targets well-being at work, with natural light, green areas, comfortable furniture, "like at home" areas, and conviviality spaces.
- **Creativity:** our spaces offer technological innovations, co-creation areas and intellectually stimulating surroundings to drive creativity. New workplaces are designed to provide various layouts based on different activities, such as co-working with partners and customers, and co-design between various teams. They become a core driver of our creativity, with multiple open collaborative spaces, agile corners, mini-auditoriums, collaborative furniture, and many meeting rooms.
- **Cooperation:** new spaces promote information-

# 83,000

people will be able to use our new workspaces when they are operational – 78 out of 114 are up and running already, with several in key places such as New York, San Francisco, London and Mumbai.

and knowledge-sharing, and collaboration across businesses to offer more holistic and agile solutions to our clients.

- **Agility:** new workspaces are multi-form and diverse to offer environments suited to a range of activities, from conferences and meetings to focus sessions, socializing and creativity.
- **Mobility:** our workspaces are places to meet and connect. New offices become meeting facilities for employees and partners to exchange and interact physically, but also with the other global facilities of the Group and collaborators working remotely, through fully fledged virtual conferencing tools.

— Since 2016, 114 workplace transformation projects have been launched. Seventy-eight have already been delivered, and when the rest come into service in 2019 they will be able to host 83,000 seats. The rest of the portfolio will be upgraded progressively.

The new look for Capgemini's New York office.



Our London office has been transformed into a creative space.



# A challenge and an opportunity

“Data protection and cybersecurity breaches are a major threat to a company’s reputation. Our priority is to safeguard digital assets, notably against cyberattacks and internal inadequate behavior, so we have deployed end to end security monitoring and protection tools and services. The challenge is not only about technology, it is also about business (client trust) and employees (protection of personal data).”

Patrick Nicolet  
Chief Technology Officer



## GLOBAL TRENDS

### \$2,000bn

represents the potential global cost of cybercrime, per year, by 2019, according to Forbes.

### 3,617

data records are lost or stolen every minute, according to Symantec, a cybersecurity software company.

## — Secure information is integral to business trust

Maria Pernas, Capgemini’s Group General Counsel, and Bernard Barbier, Capgemini’s Group Cybersecurity and Information Protection Officer, share how Capgemini addresses the challenges and seizes the opportunities related to data protection and cybersecurity.



Could you describe the challenges for our clients?

**M.P.** › First, our clients need to face enhanced expectations from their own clients who are more and more demanding regarding the processing of their personal data. Secondly, they are expected to document further their data processing and compliance – which is a new requirement for many of them, especially with the introduction of the new European General Data Protection Regulation (GDPR), which comes into effect in May 2018. Thirdly, they are also expected to consider properly the legal requirements imposed by data protection legislation in their technical specifications.

**B.B.** › In 2017, large companies incurred cyberattacks. Our clients want to be protected against this cyber risk. Countries are also implementing stringent regulation to ensure that the most critical companies set up appropriate protec-

tion. Resilience against cyberattacks is becoming a major component of corporate value for investors and all stakeholders.

**How do you address these challenges to safeguard your clients’ assets?**

**M.P.** › We offer a privacy by design approach to our clients to ensure that their instructions regarding data protection constraints can be implemented in the services and products we offer them.

**B.B.** › Four years ago, Capgemini implemented a large cybersecurity and information protection (CySIP) program, which reflects our commitment to a high standard of data protection for the benefit of our clients and our own organization and employees. This led us to invest in new tools and technology. We have deployed worldwide employee awareness and training programs to enable everyone to take accountability of the firm’s and their own personal security. Capgemini has also structured a cybersecurity offer and is increasingly engaged with our clients to ensure their cybersecurity, leveraging our globally recognized SOC (Security Operations Centers) expertise. We will continue to invest.

**How do you anticipate the new European GDPR and Network and Information Security (NIS) legislation? And what are the impacts for your organization?**

**M.P.** › Capgemini articulates its GDPR approach around the implementation of the Binding Corporate Rules (BCR), which were approved by European data protection authorities back in 2016. This directs our organization to diffuse further data protection culture to ensure the actual implementation of the different procedures that we have defined under the BCR and which are key for compliance with the GDPR.

**B.B.** › The EU countries decided to boost the level of cybersecurity with the new European NIS directive, which will demand that the largest companies reach a very high level of cybersecurity. This represents a key growth opportunity for Capgemini and will also drive up our own cybersecurity level.

## RISKS AND OPPORTUNITIES

The main risks and opportunities our industry is facing relate to data protection failure or cyber risk incidents, which could result in reputational issues. Major risks and opportunities, and their management are described in the Registration Document and in the digital version of the Integrated Report.



UNCOMPROMISING ON ETHICS & COMPLIANCE

# Being true to our ethics & values

“I believe that today’s world, losing its bearings, shaken by repeated scandals, distrusting companies and their management, has a greater need than ever before for ethics and for the respect of a few core values. It is therefore up to us to stick to our values and to our principles.”

**Serge Kampf**  
Capgemini Founder

Recognized for the 6<sup>th</sup> consecutive year



## GLOBAL TRENDS

# 10.7%

better performance by the World's Most Ethical Companies (as classified by Ethisphere) compared to average companies in the US large-cap sector, over five years.

# 86%

of millennials consider it a priority to work for a business that conducts itself ethically and responsibly (according to a Bentley University study).

## — CAPGEMINI'S VALUE PROPOSITION —

### — Capgemini's values, a source of agility and differentiation in a digital world

Increasing focus by the media, governments, and stakeholders means no one can afford to compromise their ethics and values.

#### TRUST IS AT THE HEART OF A SUCCESSFUL COMPANY

— Globalization, shorter economic cycles, and the surge of cyber criminality and fraud have amplified the importance of ethics and values. Reputations are now based not only on how companies deliver their products and services, but also on how they value relationships with stakeholders. A reputation takes years to build, but it can be lost overnight following an ethical lapse.

In a people-based industry like ours, trust is at the heart of a company's offer, whether for its own customers or for their customers. Moreover, particularly for the young talent we attract, the line that separates their personal and professional lives can be very thin, which drives a need to talk openly about all ethical issues.

#### OUR VALUES-BASED CULTURE

— Capgemini's founder, Serge Kampf, believed that sound ethics and integrity are the foundation of a profitable and sustainable business. Since the creation of the Group in 1967, ethics and our seven

#### HUMAN RIGHTS

Capgemini supports the 1948 Universal Declaration of Human Rights, the conventions of the International Labor Organization, and adheres to the UN Global Compact. This translates into three levels of the organization: the Ethics & Governance Committee of the Board of Directors oversees adherence to the seven values; Capgemini's International Works Council is the official employee representative body; and our Supplier Standards of Conduct aim to cascade Capgemini's requirements through our supply chain.

core values have been at the heart of Capgemini's corporate culture and all of our business dealings. They are: honesty, boldness, trust, freedom, fun, modesty, and team spirit.

The longstanding commitment to our values has shaped the Group's reputation in the market and is a major contributor to our business performance. In addition to complying with our principles and rules, our values-based culture eases adequate decision making, and creates agile behaviors well fitted to unanticipated events that arise in complex situations. It relies on the ability of our team members to do the right thing. This ethical framework now connects 200,000 team members in more than 40 countries.

#### STRENGTHENING OUR ADVANTAGE

— Since 2010, we have structured a formal Ethics & Compliance program to strengthen our competitive advantage further. It aims to create awareness among employees, enabling them to make better decisions based on honesty and integrity, with two levers: Our Code of Business Ethics helps all team members understand how to behave and act in the right way, so no one is left with doubt or unanswered questions. And our Group Compliance program is focused on ensuring that appropriate levels of control are put in place (e.g. the Anti-corruption policy or the Competition Laws policy), so that external and internal rules are adhered to.

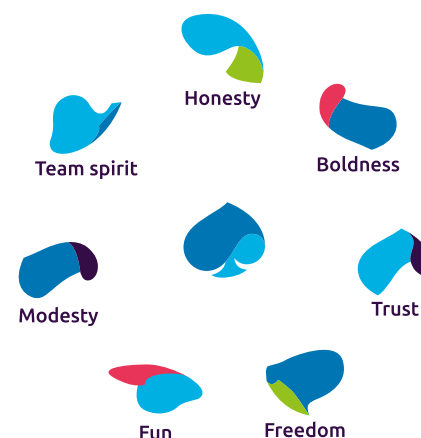
#### THROUGH A DIGITAL DYNAMIC

— Our approach is highly dynamic and digitally based, with training videos that present ethical business cases, plus an Ethics Week, an annual Ethical Culture Survey, and an ethics helpline called SpeakUp, available to everyone for guidance and to report concerns.

Like a muscle, ethics must be exercised regularly. The more you use them, the stronger they become.

#### RISKS AND OPPORTUNITIES

The main risks and opportunities our industry is facing related to ethics and values are compliance with applicable laws, crisis management or reputational issues. Major risks and opportunities, and their management are described in the Registration Document and the digital version of the Integrated Report.





CONTRIBUTING TO A BETTER WORLD

# Architects of Positive Futures

“We are committed to being a leading responsible company, using our expertise for positive impact.”

Christine Hodgson  
Corporate Social  
Responsibility



## GLOBAL TRENDS

### 217 years

The number of years it will take, at the current rate of progress, for the disparities in the pay and employment opportunities for men and women to end, according to The Global Gender Gap Report 2017, from the World Economic Forum.

### 52%

of people on the planet still don't have internet access, according to The State of Broadband, UN Broadband Commission for Sustainable Development, September 2017.

### 4

of the top five risks currently facing humanity are environmental, according to The World Economic Forum Global Risks Report 2018.

## — GLOBAL CHALLENGES —

### — Sustainable development, a key business imperative for all

Diversity and inclusive policies are good for our societies, and make good business sense, too, bringing in the best talent and the range of skills and perspectives needed to create a dynamic and innovative company.

that contribute to SDG achievement also makes good business sense: it provides attractive value-creation opportunities for the Information and Communications Technology sector.

#### CLIMATE CHANGE

— According to the Global e-Sustainability Initiative – a leading resource on best practices for achieving integrated social and environmental sustainability – the ICT sector has the potential to cut 10 times more greenhouse gases than it produces. Digital solutions can be rolled out at unprecedented speed, their reach is huge, and they increase access to goods and services in a more people-centric, affordable, and sustainable way.

At the same time, significant and growing environmental challenges are already having a global impact. Rapid urbanization and increased rates of consumption are leading to the depletion of natural resources and damage to fragile ecosystems. The impact of climate change is increasingly being felt by communities around the world. According to the World Bank, \$158tn of physical assets - double the total annual output of the global economy - are at risk without preventative action to mitigate climate change.

#### INCLUSIVE WORKPLACES

— In a globalized economy, the need for diversity and inclusion in the workplace has become an imperative. Multinational organizations, by operating in various countries, effectively make religious, gender, generational, and other types of diversity a business reality. Diversity and inclusion in the business sphere now extend to engagement, equal opportunities and human rights. Talent is an essential factor for growth, competitiveness and innovation, and diversity is key to sourcing the relevant range of skills that will bring different perspectives into an organization and fuel creativity.

#### DIGITAL ACCELERATION

— Digital solutions can contribute significantly to sustainable development by transforming how we live and work. Indeed, they are indispensable to achieving all 17 United Nations Sustainable Development Goals (SDGs) and meeting more than 50% of their 169 targets.

These digital solutions will have a huge and measurably positive impact on the major dimensions of development: improving people's quality of life, fostering equitable growth, and protecting the environment. Investing in digital solutions

#### RISKS AND OPPORTUNITIES

The main risks and opportunities our industry is facing related to sustainable development are political risks and natural disasters. Major risks and opportunities, and their management are described in the Registration Document and in the digital version of the Integrated Report.

Group employees teach kids aged 8 to 14 basic coding and computing skills in France, as part of the education program “Cap sur le code”, developed by Capgemini and French local partners.



## — Our commitment to building a diverse and sustainable future

Our mission is to use our expertise to drive positive change.

The goal of being “Architects of positive futures” captures our renewed social ambition: to be recognized worldwide as a leading responsible company, using our expertise to bring about positive impact. Sustainability is a business imperative now at the core of everything we do, and we will effect change through our ways of working and the personal commitment of our colleagues. We collaborate with clients and partners to build solutions that promote environmental sustainability, help societies address the impact of the digital and automation revolution, and foster inclusion in the workplace to reflect society's rich spectrum of diversity.

### A RENEWED STRATEGY

— We have already set out three key objectives with targets to achieve by 2020:

- **Diversity:** Build an inclusive workplace and attract and retain a diverse workforce to enable Capgemini and our employees to thrive.
- **Digital Inclusion:** Use our skills to help societies address the impact of the digital and automation revolution.
- **Environmental Sustainability:** Minimize our environmental impact, build business resilience against climate change, and support clients with their sustainability challenges.

### 2020 TARGETS

**25%**  
of executive leadership to be women.

**34%**  
of our total workforce to be women.

**20%**  
reduction in carbon emissions per employee compared to 2015.

**80%**  
of our social impact initiatives to be focused on digital inclusion.

These three key objectives lie on a bedrock of employee engagement – unleashing the passion and creativity of our workforce to drive these changes throughout the organization.

### 2017: A YEAR OF ACHIEVEMENTS

— We have already made significant progress towards these targets.

In 2017, the proportion of women in executive leadership teams increased from 15% to 20%, a successful first move towards greater diversity in leadership. We have also begun to focus our social initiatives on digital inclusion.

In sustainability, we have already achieved a 15% reduction in carbon emissions per employee since 2015 (with 11% since 2016 alone), and launched “carbon conversations” with our clients to help them save 10 million tons of carbon emissions by 2030.

### A NEW FOCUS ON DIGITAL INCLUSION

— We aim to maximize our social impact through a streamlined focus on digital inclusion, leveraging our specific skills and capabilities, especially for the most disadvantaged populations. For higher impact, we will work collectively with innovative partners to deliver tangible outcomes.

By focusing 80% of our social impact initiatives on digital inclusion and future skills by 2020, we will develop partnerships with global social organizations, as well as other corporations and institutes. We are currently scoping a global volunteering policy and a digital-inclusion academy hub.



## — Driving behavioral changes for positive impact

We are already rolling out programs and Group policy to support diversity, digital inclusion, and sustainability. Here are some highlights from 2017.

### ACCELERATING FEMALE TALENT

— In 2017, we implemented focused programs for women identified as high-potentials, in most service lines, as well as in Finance. Three were rolled out globally: the OWL (Outstanding Women in Leadership) program, with attendees from nine countries; MAPP (Mentoring and Protégé Progression), with attendees from six countries; and the We Lead program, with attendees from Finance departments in eight countries. Both OWL and MAPP programs were run by Cloud Infrastructure Services, a business where women's presence has been low.

### DIGITAL EMPOWERMENT

— Capgemini India's National Digital Literacy Program is dedicated to empowering communities through digital, in support of the Indian Government's National Digital Literacy Mission (NDLM), which aims to ensure there is at least one digitally literate person in every Indian household by 2020.

Capgemini has partnered with the National Association of Software and Services Companies (NASSCOM), to implement the program across India,

**2.8m**

kWh of energy generated per year by the solar installations at our Bombay, Pune and Chennai campuses.

**25,000+**  
employees signed up to our Indian carpool scheme.

supporting 12 NDLM centers located in areas close to our main India offices. The centers successfully enrolled and trained 18,000 individuals in 2017.

The NDLM program aims to engage citizens from diverse social backgrounds and age groups, including the most disadvantaged, in order to reach entire communities and bridge the existing digital divide.

### GOING GREEN IN INDIA

— Capgemini India has successfully driven down energy use despite the business growing. We have deployed state-of-the-art energy efficiency equipment (high-efficiency chillers and LED lighting), and large-scale solar installations at our Mumbai, Pune, and Chennai campuses, now generating around 2.8 million kWh of solar energy a year, the equivalent of powering around 2,600 Indian homes.

To help reduce emissions from employee commuting, we have also promoted carpooling through the sRide mobile app across our Bengaluru, Chennai, Hyderabad, Kolkata, Mumbai, and Pune offices. More than 25,000 employees have signed up, to date, making us the highest user of the sRide app among technology companies.

Project Inhale at the Gachibowli Campus in Hyderabad.



### Clearing the air towards a pollution-free future:

Capgemini employees at the Gachibowli Campus in Hyderabad took part in Project Inhale, launched with TERI (The Energy and Resources Institute of India) to analyze air quality in our offices and improve it using indoor plants. The pilot project showed significant reductions in levels of CO<sub>2</sub> and volatile organic compounds, as well as improving temperature and humidity regulation.





# — Across the world

## Capgemini S.E. registered office, corporate and finan- cial headquarters

11, rue de Tilsitt  
75017 Paris – France  
Tel.: +33 (0)1 47 54 50 00  
Fax: +33 (0)1 47 54 50 35  
[capgemini.com](http://capgemini.com)

### Serge Kampf Les Fontaines Campus

67 Route de Chantilly  
60270 Gouvieux – France  
+33 (0)3 44 62 91 00  
[les-fontaines.com](http://les-fontaines.com)

### Capgemini University

11, rue de Tilsitt  
75017 Paris  
+33 (0)1 47 54 50 00

### Applied Innovation Exchange

[capgemini.com/aie](http://capgemini.com/aie)  
79 Fifth Ave. #300  
New York, NY 10003  
+1 212 314 8000

### Main operations

#### **Application Services North America**

Chicago: +1 312 395 5000

#### **Application Services Asia Pacific**

Hong Kong: +852 9739 1362

#### **Application Services Two<sup>(1)</sup>**

Paris: +33 (0)1 49 00 40 00

#### **Business Services**

Paris: +33 (0)1 47 54 52 00

#### **Consulting Services**

Paris: +33 (0)1 49 67 30 00

#### **Cloud Infrastructure Services**

Paris: +33 (0)1 57 58 51 00

#### **Latin America**

São Paulo: +55 11 4196 05 00

#### **Local Professional Services (Sogeti)**

Paris: +33 (0)1 58 44 55 66

#### **Digital Services**

Paris: +33 (0)1 49 67 34 47

### Global sectors

#### **Consumer Products, Retail, Distribution & Transportation**

Chicago: +1 312 395 5000

#### **Energy, Utilities & Chemicals**

Toronto: +1 416 805 6913

#### **Manufacturing, Automotive & Life Sciences**

Munich: +49 89 38 338 0

#### **Public Sector**

- Public Security  
Utrecht: +31 30 689 78 00
- Tax services  
London: +44 (0)330 588 8000

#### **Financial Services**

New York: +1 212 314 8229

#### **Telecoms, Media & Entertainment**

Paris: +33 (0)1 49 00 20 19

### Careers

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

### Investor relations and financial analysts

[capgemini.com/investors](http://capgemini.com/investors)  
Vincent Biraud  
[vincent.biraud@capgemini.com](mailto:vincent.biraud@capgemini.com)  
+33 (0)1 47 54 50 87

### Shareholders

Marine Schmitt  
[marine.schmitt@capgemini.com](mailto:marine.schmitt@capgemini.com)  
+33 (0)1 47 54 50 82

### Media and market analysts

**Sam Connatty**  
Media Relations  
[sam.connatty@capgemini.com](mailto:sam.connatty@capgemini.com)  
+44 (0) 370 904 3601

### Tom Minarik

Market Analysts Relations  
[tom.minarik@capgemini.com](mailto:tom.minarik@capgemini.com)  
+44 (0) 870 904 4053

### Capgemini

#### **Argentina (+54)**

Buenos Aires: 11 5297 9200

#### **Australia (+61)**

Sydney: (0)2 9293 4000

#### **Austria (+43)**

Vienna: (0)1 21163 0

#### **Belgium (+32)**

Diegem: (0)2 708 11 11

#### **Brazil (+55)**

São Paulo: 11 4196 0500

#### **Canada (+1)**

Toronto: 416 365 4565  
Montreal: 541 989 4100

#### **China (+86)**

Shanghai: 21 6182 2688

#### **Colombia (+57)**

Bogota: 1 319 26 00

#### **Czech Republic (+420)**

Prague: 222 803 678

#### **Denmark (+45)**

Vallensbæk: 70 11 22 00

#### **Finland (+358)**

Espoo: (0)9 452 651

#### **France (+33)**

*Capgemini Consulting*  
Paris: (0)1 49 67 30 00

*Capgemini Institute*  
Paris: (0)1 44 74 24 10

*Application Services France*  
Paris: (0)1 49 67 40 00

*Financial Services France*  
Paris: (0)1 49 00 40 00

### Cloud Infrastructure Services France

Paris: (0)1 57 58 51 00

### Prosodie-Capgemini

Paris: (0)1 46 84 11 11

#### **Germany (+49)**

Berlin: (0)30 88703-0

#### **Guatemala (+502)**

Guatemala City: 2223-00 10

#### **Hungary (+36)**

Budapest: 1248 4000  
1248 4021

#### **India (+91)**

Mumbai: (0)22 6755 7000

#### **Italy (+39)**

Milan: 02 414931

#### **Japan (+81)**

Tokyo: (0)3 6202 2150

#### **Malaysia (+60)**

Kuala Lumpur: 0(3) 2181 0368

#### **Mexico (+52)**

Mexico City: 55 8503 2400

#### **Morocco (+212)**

Casablanca: 5 22 46 18 00

#### **Netherlands (+31)**

Utrecht: 30 689 00 00

#### **New Zealand (+64)**

Wellington: 4 901 5300

#### **Norway (+47)**

Oslo: 24 12 80 00

#### **Philippines (+63)**

Manila: 2 667 6011  
2 667 6078  
2 667 6155

#### **Poland (+48)**

Warsaw: 22 464 70 00

#### **Portugal (+351)**

Lisbon: 21 412 22 00

#### **Romania (+40)**

Bucharest: 21 209 8000

#### **Saudi Arabia (+96)**

Riyadh: 11 279 5225

#### **Singapore (+65)**

Singapore: 6224 6620

#### **South Africa (+27)**

Cape Town: (0)79 855 5279

#### **Spain (+34)**

Madrid: 91 657 70 00  
Barcelona: 93 495 86 00

#### **Sweden (+46)**

Stockholm: (0)8 5368 5000

#### **Switzerland (+41)**

Zurich: 44 560 24 00

#### **Taiwan (+886)**

Taipei: 2 8758 7888

#### **United Arab Emirates (+971)**

Dubai: (0)4 559 8304

#### **United Kingdom (+44)**

London: (0)330 588 8000

#### **United States (+1)**

New York: 212 314 8000  
Irving: 972 556 7000

#### **Vietnam (+84)**

Hồ Chí Minh City: (0)8 39 978 100

### Sogeti

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

#### **Sogeti Corporate**

24, rue du Gouverneur-Général  
Éboué  
92136 Issy-les-Moulineaux –  
France  
Tel.: +33 (0)1 58 44 55 66  
Fax: +33 (0)1 58 44 58 10

#### **Sogeti France (+33)**

Paris: (0)1 55 00 12 00

#### **Sogeti High Tech France (+33)**

Paris: (0)1 40 93 73 00

#### **Sogeti High Tech Germany (+49)**

Hein-Sass-Weg 30  
21129 Hamburg  
Tel.: (0) 40 492937 – 0

#### **Sogeti High Tech Spain (+34)**

Sogeti Spain  
Avenida Leonardo da Vinci, 15  
28906 Getafe, Madrid, España  
Tel.: 91 308 44 33

#### **Sogeti Belgium (+32)**

Brussels: (0)2 538 92 92

#### **Sogeti Denmark (+45)**

Vallensbæk: (0)70 23 15 05

#### **Sogeti Finland (+358)**

Espoo: (0)207 463 880

#### **Sogeti Germany (+49)**

Düsseldorf/Ratingen: (2102)  
101-4000

#### **Sogeti India (+91)**

Mumbai: (0)22 6755 7000

#### **Sogeti Ireland (+353)**

Dublin: (0)1 639 0100

#### **Sogeti Luxembourg (+352)**

Bertrange: (0)31 44 01

#### **Sogeti Netherlands (+31)**

Vianen: (0)88 660 66 00

#### **Sogeti Norway (+47)**

Oslo: (0)40 00 50 89

#### **Sogeti Spain (+34)**

Barcelona: (0)93 253 01 88

#### **Sogeti Sweden (+46)**

Solna: (0)8 5368 2000

#### **Sogeti Switzerland (+41)**

Geneva: (0)22 879 16 50

#### **Sogeti United Kingdom (+44)**

London: (0)207 014 8900

#### **Sogeti United States (+1)**

Dayton (Ohio): (0)937 291 8100

### 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

#### **Design, production & writing:**

WordAppeal and Studio L'Éclaireur

#### **Artist:** Mathieu Merlet Briand •

[mathieumerletbriand.studio](http://mathieumerletbriand.studio)

#### **Photographers:** Copyrights - All rights

reserved © Pierre-Emmanuel Rastoin

• © Joëlle Dollé • © Fabienne Le Loher

and Benjamin Chartier • © Léa Petel and

Tania Houlbert • © Vincent Dessailly •

© Stéphane Remaël/La Company •

© iStock by Getty Images • © Getty

Images • © Shutterstock, Inc. •

© Capgemini • © Zurich Insurance Group

• © WWF • © Photos PSA Retail •

© McDonald's

**Thanks to** PSA Groupe and PSA Retail

**Printed in** France by Dejalink,

93240 Stains

(1) Benelux, Central Europe, France, Germany, Nordic countries, Southern Europe, United Kingdom





