

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.



On-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.



“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 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. ●

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.

Our 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.