





With **325,000 people** in **50 countries**, Capgemini is a global, responsible and multicultural leader. Its purpose: **to unleash human energy through technology for an inclusive and sustainable future**. As a strategic partner to businesses, Capgemini has been **harnessing the power of technology to transform their operations for over 50 years**.

About

CAPGEMINI

The Group addresses the full range of clients' needs, from strategy and design to operations management. It does this by leveraging its strong industry expertise and its mastery of ever-changing fields such as **cloud, data, artificial intelligence, connectivity, software, digital engineering and platforms**. In 2021, Capgemini generated **€18 billion in revenues**.



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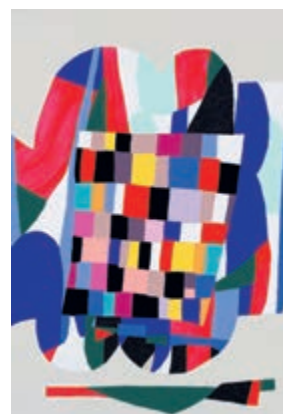
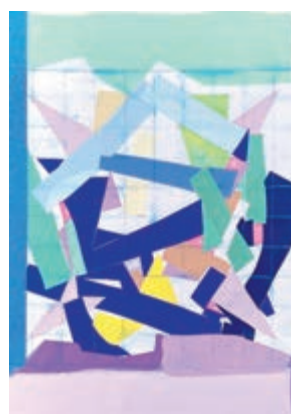
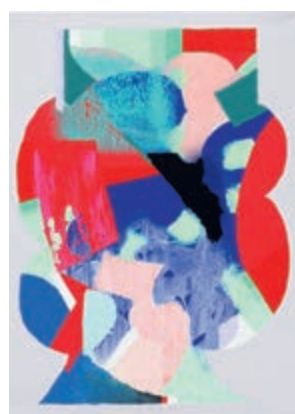
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LETTER FROM THE CHAIRMAN



Capgemini delivered an outstanding performance in 2021. I'd like to begin by thanking all the Group's employees, led by an exceptional management team and its leader, Aiman Ezzat, for combining remarkable growth with further margin improvement and record cash generation. These results are due in particular to the adjustment of our mix of skills in recent years, with a favorable weighting of sectors and geographies, but also, and above

all, to the energy and enthusiasm shown by the teams throughout the year. Aiman and I anticipated in 2019 that the next big step in digital transformation would involve data in products and industrial processes. We therefore took the first steps towards acquiring Altran. However, it took a lot of determination and Altran's smooth integration to rapidly make Capgemini THE leader in Intelligent Industry. As the Group became a strategic partner for its clients, it was in a better position to manage the uneven demand caused by the pandemic.

The transition process started two years ago with Aiman is now complete. Every day, he lives up to all of my high expectations and demonstrates that the trust placed in him by the Board of Directors was well justified. He has combined his intimate understanding of the market and client expectations with his ability to mobilize the men and women of Capgemini. I have known him for a long time and I'm not surprised to see that each and every day he demonstrates his commitment to the founding values of the Group. This does not stop him from choosing new priorities, as illustrated by the energy he is putting into ESG in particular, to give us a leading position in the drive for sustainability.

I find it important and, in many ways, reassuring to see how Capgemini continues to uphold the principles established from the outset by its founder, Serge Kampf, and the extent to which these values contribute to performance, reinforcing how relevant they still are today. They inspire both the Group's strategic choices and managerial dynamics. In particular, our value of *team spirit* can be seen in the absolute priority given to the health and well-being of our employees, firstly during the health crisis and, at the beginning of 2022, in response to the dramatic consequences of the war in Ukraine. Capgemini is acknowledging the upheaval felt by young generations shaken by Covid. The management team has made a considerable effort to listen and pay attention, to define what the new rules of the working world might be, and to invest heavily in the Group's image as an employer. Aiman and his team have made the battle for talent a priority: attracting and retaining skilled individuals seems to them, quite rightly, to be the *sine qua non* for success. I believe that Capgemini's values, which remain at the core of everything we do, will contribute to this. Today's young people are looking for meaning and commitment and are demanding flexibility. A Group that makes boldness and freedom the cardinal principles of its organization, favors entrepreneurial spirit, and is committed to an inclusive and sustainable future – as our purpose states – will be able to meet these expectations.

On a more personal note, the members of the Board have invited you to renew my term of office as a director. If you confirm their wish to keep me as the Chairman of the Board, I will continue to work to ensure that Capgemini's governance is a model of excellence. Further, reflecting the extent of the missions entrusted to the Group's Board of Directors, which has been enriched by the addition of new members, I will help to give the Group the means to continue successfully along its path.

**Paul
Hermelin**

Chairman of the Board

LETTER FROM THE CEO

A NEW DIMENSION

2021 has been a remarkable year. From the very start, all indicators were positive and we expected solid growth. Ultimately, growth has far exceeded our most optimistic forecasts, marking a successful first step towards achieving our 2025 ambition* of sustainable and profitable growth. Capgemini reached entirely new levels of success in 2021 by gaining our clients' trust and developing the ability to position ourselves as their strategic transformation partner.

This reflects the tremendous passion and dedication of our people, whose number jumped 20% to 325,000. It is also a great source of pride for our teams and a source of the considerable attractiveness for Capgemini's brand, which has grown into a worldwide beacon. One of the reasons for this attractiveness is our focus on diversity, inclusion, and the promotion of women, who are targeted to reach 40% of our workforce by 2025. Our New Normal model, implemented in all our regions, offers a hybrid work option to everyone, which the younger

generation has come to expect. I would like to take this opportunity to personally thank all of our teams for these results which were achieved despite the ongoing pandemic.

We are also seeing the payback of our continued investment in innovation. Digital, cloud, and data combined with artificial intelligence: we are present across the entire business value chain of our clients, from customer experience to the design of new products and services, to the digitalization and transformation of manufacturing and supply chains and the radical redesign of business management systems. The successful integration of Altran and its 50,000 talented employees has delivered synergies a year ahead of schedule and strengthened our global leadership in the field of Intelligent Industry. The diversity of client projects, as highlighted in this report, illustrates the breadth of our scope of offerings: from measuring the benefits of car sharing with Volvo Car Mobility in Sweden, to accelerating the circular economy with Heng Hiap Industries in Malaysia, to leading the 5G revolution with Vodafone in Spain.

Finally, alongside our clients, we share the strong – indeed, the crucial – aim of giving meaning to

growth and committing ourselves to sustainable development. Capgemini applies the full breadth of its expertise in technology, engineering, and business model transformation to help our clients meet their environmental objectives. Capgemini, for its part, is committed to achieving carbon neutrality in its own operations by 2025 and becoming a net zero business well ahead of 2050.

Talent, innovation and sustainability: this triptych allows us to build the future of Capgemini. It also paves the way for the future of our clients and society as a whole.

As I write this, the situation in Ukraine remains extremely concerning. I would like to thank all our teams across the world, especially in Poland and Romania, for their significant solidarity. Team spirit and solidarity, but also freedom, modesty, honesty, fun, trust and boldness: these values, which have been at the heart of Capgemini since its creation, have a particular resonance today.

**Aiman
Ezzat**

Chief Executive
Officer

* Annual revenue growth of 7% to 9% at constant currency on average through 2025, with an operating margin of 14% by 2025.





PART I

2021, A RECORD YEAR

In every way, 2021 was an exceptional year. The Group achieved excellent results in every region, signed major deals for innovative projects, and reinforced its partnerships. Capgemini crossed the milestone of 325,000 talents and made significant progress on its CSR journey. —



Frankfurter Allgemeine

ZEITUNG FÜR DEUTSCHLAND

“Despite the pandemic, the French group Capgemini was able to increase its sales to more than 18 billion euros last year - an increase of almost 15 percent compared to the previous year.”

15.02.2022

Source: faz.net

Bloomberg

“Capgemini reported operating margin for the full year that beat the average analyst estimate.”

14.02.2022

Source: Bloomberg

Les Echos

“Capgemini exceeds its Altran acquisition targets a year early.”

14.02.2022

Source: Les Echos

Business Standard

“We want a bigger role for India within the company”

Aiman Ezzat, CEO Capgemini

26.02.2022

Source: Weekend Business Standard, print edition

Results

STRONG GROWTH MOMEN- TUM

In 2021, Capgemini's results exceeded all its targets, which had been raised twice. These successful results are the outcome of the Group's positioning as a strategic partner for its clients for digital transformation. This performance is also supported by the successful integration of Altran, one year ahead of schedule. —

REVENUES

+14.6%

Capgemini reported revenues of €18,160 million in 2021, up 14.6% on 2020 published figures. —

OPERATING MARGIN*

+1.0 pt

At 12.9% of revenues, the margin rate is 1.0 point higher than in 2020. —

ORGANIC FREE CASH FLOW*

€1,873 M

Organic free cash flow* generation totaled €1,873 million, up €754 million on 2020. —

The terms and Alternative Performance Measures marked with an () are defined and/or reconciled in the appendix to the Full-Year 2021 Results press release available on investors.capgemini.com

TO LEARN MORE

All our financial and extra-financial results
Pages 82 to 89

Revenue Growth

CONSTANT CURRENCY (2021 VS. 2020)

+12.0%	North America
+18.3%	United Kingdom and Ireland
+10.3%	France
+17.6%	Rest of Europe
+27.3%	Asia Pacific and Latin America

Growth

EVERYWHERE IN THE WORLD

Asia Pacific

178,000 people

In 2021, the Group strengthened its presence in the APAC region with the acquisition of RXP Services, Acclimation, Empired and SAP Multibook services.



Americas

30,000 people



- Austria
- Belgium
- Czech Republic
- Denmark
- Finland
- France
- Germany
- Hungary
- Ireland
- Italy
- Luxembourg
- Norway
- Poland
- Portugal
- Romania
- Slovakia
- Spain
- Sweden
- Switzerland
- The Netherlands
- Ukraine
- United Kingdom

Europe, Africa, and the Middle East

117,000 people

- Egypt
- Israel
- Morocco
- Saudi Arabia
- South Africa
- Tunisia
- United Arab Emirates

Capgemini announced on March 11, 2022 that it will discontinue its presence in Russia.



Promotion

18%

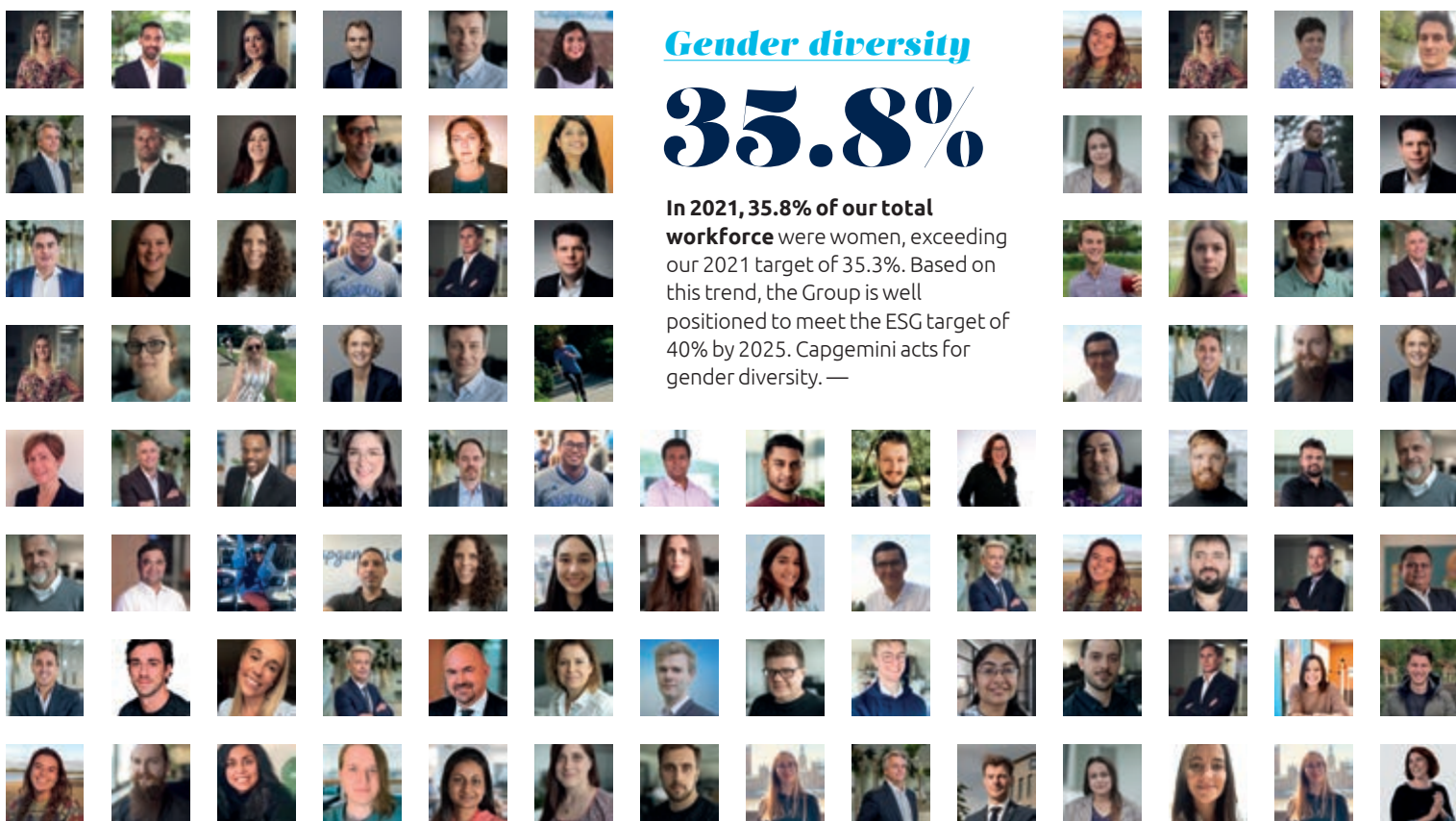
In 2021, we focused on development and career growth, promoting 18% of our staff, up from 11.5% in 2020. We provide a stimulating professional environment to empower our people to take ownership of their career development. —



Learning

12.7M

In 2021, our employees completed 12.7 million hours of learning, or an average of 45.7 hours per participant. That beat our ESG target of 42.9 learning hours per participant. —



Gender diversity

35.8%

In 2021, 35.8% of our total workforce were women, exceeding our 2021 target of 35.3%. Based on this trend, the Group is well positioned to meet the ESG target of 40% by 2025. Capgemini acts for gender diversity. —

People

325,000

**In 2021, Capgemini welcomed
140,000 new team members worldwide**
and reached a total headcount of 325,000
at the end of the year, affirming the
attractiveness of our brand in a highly
competitive market for technology
expertise. —

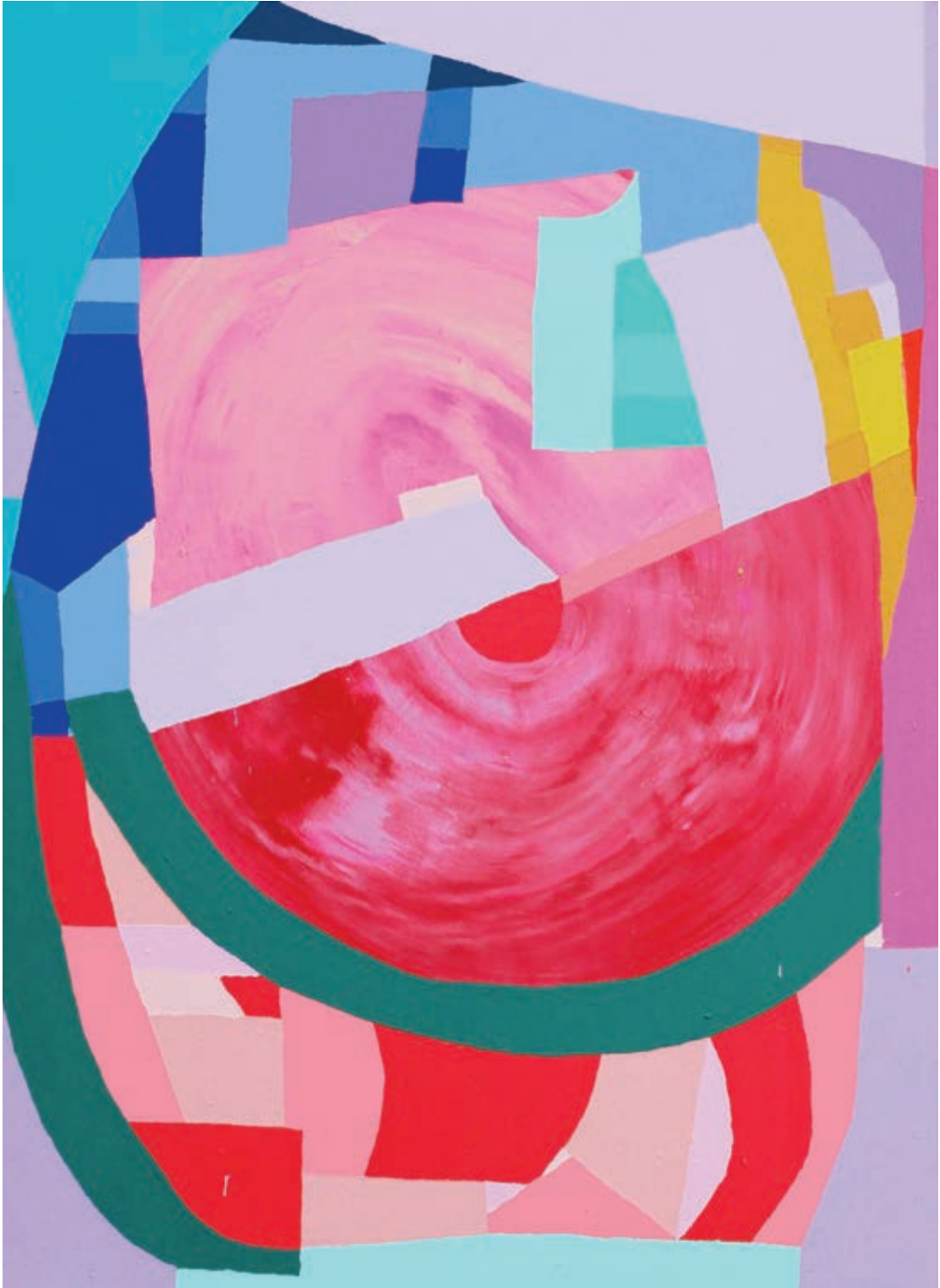
[LEARN MORE](#)

Our talent, our priority
Pages 30 to 41

**“To paint without
sketches, to lose
the notion of time, then
to discover that
the studio has been
transformed into
an ocean of materials
and colors.”**

**Ludovilk
Myers**

Artist (painting,
illustration, sculpture
and more)



Significant deals

BOOKINGS ON THE RISE

We help our clients succeed in their digital transformation, create new business models, consolidate operational efficiency, and enhance their capacity to innovate. In 2021, our bookings totaled €19.5 billion, an increase of 15.8% at constant exchange rates, year-on-year. —



**London
Heathrow
Airport**

As the UK's busiest airport, one of the key priorities was to provide services that help Heathrow deliver enhanced traveler and employee experiences. With the signing of the new multi-year contract, Capgemini will contribute to this digital transformation. The contract also includes an extension to Capgemini's existing applications and infrastructure support for Heathrow's technology estate. —

#United Kingdom

“Capgemini has again demonstrated its ability to deliver high business value. The traction we saw this year was driven by our strategy and transformation offer – and that’s reflected in several large deals signed in 2021. Our momentum is strong and we are committed to helping our clients think with an innovation mindset, and get the future they want.”

Olivier Sévillia

Chief Operating Officer



Multi-year landmark deal to drive IT transformation

Asahi Beverages is a member of Asahi Group Holdings, one of Japan’s leading beverage companies, and comprises some of Australia and New Zealand’s most successful beverage businesses. Aiming to drive its digital transformation and improve operational efficiency and cost savings, Asahi Beverages Oceania awarded Capgemini a multi-year managed services deal. The Group will deliver application, infrastructure and cloud management services. —

#Asia Pacific

Boston Scientific Corporation

Boston Scientific transforms lives through innovative medical solutions that improve the health of patients around the world. As a global medical technology leader for more than 40 years, the company advances science for life by providing a broad range of high-performance solutions that address unmet patient needs and reduce the cost of healthcare. In 2021, Capgemini signed



a multi-year engagement with Boston Scientific to support digital transformation across commercial, global supply chain and finance business processes. The goal of the program is to simplify and harmonize global processes and modernize enterprise resource planning with SAP S/4HANA. These digital transformation efforts position Boston Scientific for scalable growth by streamlining resource efficiency, leveraging the value of well-managed and curated data assets, and supporting the integration of new businesses in an ever-changing and increasingly digital environment. —

#USA

Cloud transformation for leading automotive manufacturer

Mercedes-Benz Group AG reinforced its relationship with Capgemini through the continued development and maintenance of the core Electric/Electronic Product Data Management (EE-PDM) application in an R&D environment. The EE-PDM application is used for the development and documentation of electronic vehicle components. This project



follows the implementation phase driven by an international team of Capgemini experts over a period of several years. Capgemini will support the leading automotive manufacturer in migrating the application to the cloud and further transforming it in a microservices environment with DevOps. Five agile teams in Germany and India will deliver the latest requirements for the application. —

#Germany



Nortura

Nortura, one of Norway's largest food producers, wants to create more sustainable value chains and reduce IT operating costs. Owned by 17,300 Norwegian farmers, the cooperative has identified several opportunities to improve farm-to-consumer and production logistics by leveraging data and digital transformation. Capgemini is working with Nortura to meet growing consumer expectations for traceability and sustainability throughout its value chain. —

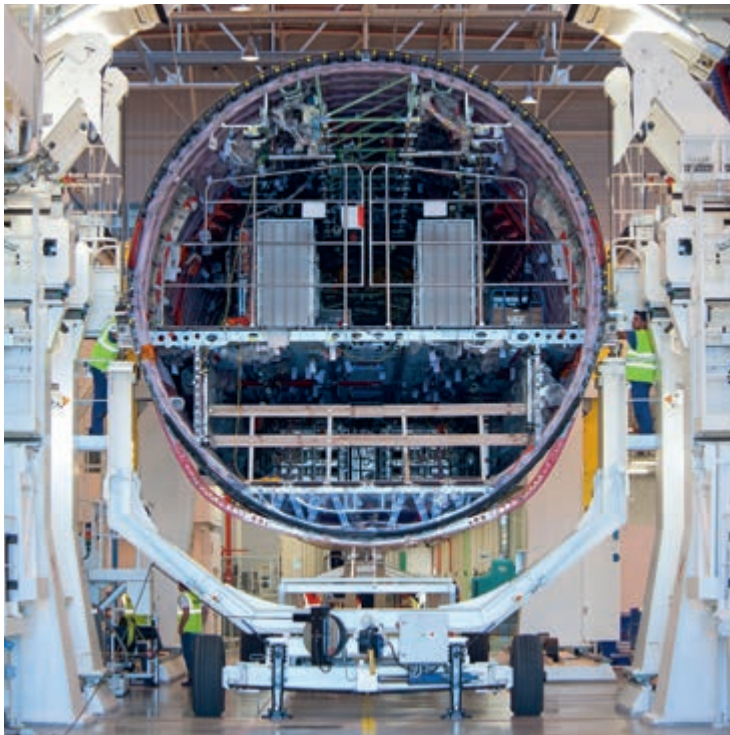
#Norway

ANZ Banking Group

Australia & New Zealand Banking Group Ltd (ANZ) selected Capgemini as one of its partners to move applications to the cloud. In pursuit of building a better, simpler, and stronger bank, ANZ and Capgemini will simplify ANZ's landscape to a cloud-enabled ecosystem,

which will unleash the bank's potential to serve its customers' evolving expectations with enhanced modern digital experience as well as safer, reliable and more dynamic end-to-end banking services. —

#Australia & New Zealand



Airbus

As a referenced supplier in Airbus's newly created Engineering, Manufacturing Engineering and Services Strategic Suppliers (EMES3) framework agreement, Capgemini will support Airbus across all divisions and affiliates, delivering multi-disciplinary services related to airframe, systems, flight tests, and customer services functions. Capgemini will also support Airbus in manufacturing engineering, leveraging the Intelligent Industry approach. Thanks to the power of technology and data, Capgemini's innovation models will contribute to reaching a more sustainable aerospace. —

#Europe

The Swedish Transport Administration

Capgemini group accelerates the digital transformation of the Swedish Transport Administration, which is responsible for all long-term intermodal infrastructure planning for road, rail, shipping and aviation. As part of the contract, the Group will take responsibility of the teams and resources needed for application development and management within the STA's IT operations department. It will support the government authority's specific objectives to achieve increased scalability in application development, foster innovation, improve efficiency, and reduce risks. —

#Sweden



City of Amsterdam

The City of Amsterdam and Capgemini group signed a strategic six-year collaboration agreement to develop and implement a new digital, cloud-based workplace environment. Capgemini group will deploy its collaborative workspace cloud solution SMART WorkSpace to provide 19,000 employees with access to communication functionality within Microsoft's Office 365 from one screen and any device, efficiently, safely, and from anywhere. The technology will include image enlargement, braille, and speech control options for employees with disabilities. —

#The Netherlands

Partners

FOSTERING INNOVATION



APPLICATION
AND DATA
MODERNIZATION
WITH AWS

Vanguard, one of the world's largest investment companies, tasked Capgemini with modernizing its marquee personal advisor services (PAS) platform. With ambitious growth plans for its PAS offering, modernizing the platform to cloud native on AWS was critical. **Vanguard** is on a journey to refactor its business capabilities to AWS cloud native microservices-based architecture and migrate data onto AWS cloud. Capgemini accelerated the secure transfer of data to the cloud, enabling Vanguard to achieve enhanced digital experience and increased ability to respond swiftly to client needs. ✕



UNLOCKING
INTELLIGENCE
THROUGH THE ENTIRE
VALUE CHAIN

Capgemini and Dassault Systèmes join forces to help organizations evolve into intelligent enterprises. This partnership combines Capgemini's deep sector, technology and data experience with Dassault Systèmes' cutting-edge **3DEXPERIENCE** platform to assist clients through every stage of their intelligent transformation journey, providing a full set of services to shape new industries. ✕



A NEW GENERATION
OF PRODUCTS WITH
GOOGLE CLOUD

In partnership with Google Cloud, Capgemini reinvented the consumer experience for a **major international cosmetics brand**. Using QR codes stamped on every product, customers can access product information and bespoke content. Depending on their location (at home or in store), customers will be redirected to tailored content and product offers. Built on the Google Cloud platform, the technology enables the cosmetics brand to target customers with new services, while also driving customer engagement and product transparency. ✕



ENHANCING
5G NETWORK
PERFORMANCE
WITH INTEL

Project Marconi, a partnership between Capgemini and Intel, pioneered a series of innovations that enabled a 15% improvement in intelligent network performance. Capgemini, with its ecosystem of 5G partners, developed a package of enhancements to network performance, including in spectral efficiency, quality of service, and network resource utilization. ✕

We partner closely with technology leaders and hyperscalers to deliver world-class technological innovations that power our clients to overcome challenges and exceed their business ambitions. —



DRIVING INDUSTRY TRANSFORMATION WITH THE MICROSOFT CLOUD



Capgemini partnered with Microsoft to overhaul an outdated system and transform Hong Kong-based **Cathay Pacific Airway's** finance and procurement functions. Thanks to the migration of its existing software to the Microsoft Azure public cloud, Cathay Pacific can reduce costs as well as improve strategic sourcing, supplier negotiations and decision-making with a comprehensive transformation. ✕



ENHANCING EMPLOYEE CONNECTIVITY WITH ORACLE CLOUD

Southern Star, which operates 5,800 miles of natural-gas pipeline in the United States, partnered with Capgemini to implement the integrated platform Oracle Cloud across the organization. The transformation drove employee benefits, delivering self-service and mobile application connectivity to the HR function, enhanced use of data analytics, and reduced time spent on manual, transactional work. ✕

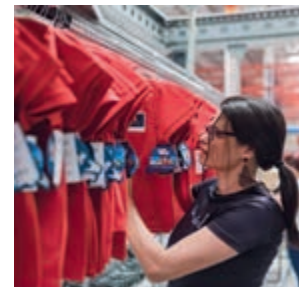


MEETING PATIENTS' NEEDS FASTER THROUGH SALESFORCE INTEGRATION

Atos Medical, a Scandinavian medical device company, achieved a new, 360-degree view of patients by working with Capgemini to implement the Salesforce Customer Relationship Management platform across 22 countries. The platform will significantly enhance **Atos Medical's** patient-focused business, helping to support a growing number of patients, while actively incorporating their individual experiences into future product development. ✕



STANDARDIZATION TO IMPROVE CUSTOMER EXPERIENCE, WITH SAP



Capgemini's partnership with **SAP** powered the digital transformation of Brazil's department store retail giant **Riachuelo**. Adopting the SAP S/4HANA solution, Riachuelo gained agility, flexibility, scalability, and efficiency, to deliver group-wide improvements to the customer shopping experience. ✕

Capgemini's brand awareness and visibility continue to rise. 2021 was marked by a strong increase of our investments in sports sponsorship, innovative partnerships and advertising. These actions bring to life our brand promise: Get The Future You Want, which embodies our mindset and commitment. —



Capgemini's advertising campaign at Macy's New York.

Brand visibility ON EVERY FIELD



Capgemini is a major World Partner of Women's and Men's Rugby. —

GLOBAL RUGBY PARTNER

The long history between rugby and Capgemini began with Serge Kampf, our founder, more than 30 years ago. Capgemini is the first Worldwide Partner to sponsor World Rugby (as Digital Transformation Partner and now Global Partner of Women in Rugby), as well as most of its major international competitions, for both men and now women. The Group is at the heart of the biggest international competitions: the Women's Rugby World Cup in 2022 in New Zealand, the Men's Rugby World Cup in France in 2023, and annual Rugby Sevens tournaments.



Capgemini's becomes
Worldwide Partner for the 2023
Ryder Cup. —

Capgemini



WORLDWIDE PARTNER

GOLF: SPONSOR OF THE RYDER CUP

Capgemini becomes worldwide partner with the Ryder Cup, one of the most significant events in sport, which brings together the best of the best from around the world through team competition and helps advance golf across the globe. This partnership reflects Capgemini's focus on building and celebrating talent, team spirit and high performance.



Laura Sprechmann (Nobel Prize Outreach), Aiman Ezzat (Capgemini) and Vidar Helgesen (Nobel Foundation) during the signing of the partnership on November 12, 2021 in Stockholm. —

PARTNERING WITH PEUGEOT SPORT AND ITS HYBRID HYPERCAR

As part of the FIA World Endurance Championship, which includes six races such as the 24 Hours of Le Mans, Peugeot will capitalize on the Group's data and artificial intelligence applications expertise. This partnership embodies the commitment of both companies to the energy transition. ✕

NOBEL INTERNATIONAL PARTNER

Our global partnership with Nobel Prize Outreach is dedicated to supporting innovation and science, in line with Alfred Nobel's vision and legacy to honor achievements "for the greatest benefit to humankind". We are honored to join the select group of Nobel International Partners – all fueled by the same commitment and passion to share knowledge and excellence globally. Through this partnership, we will strive to inspire people across borders and generations to engage in science, for a more sustainable future.



Capgemini signed a partnership with Peugeot Sport to provide the Peugeot 9X8's FIA World Endurance Championship program team with advanced digital tools. —



Inclusion

DIGITAL FOR ALL

Our teams are passionately committed to bridging the digital divide. Mentoring young people in Poland, digital training for girls in Southeast Asia and Morocco... our actions have a concrete impact. —

The team in Guatemala equipped classrooms with modern technology and built a mobile computer laboratory. —



Atal Tinkering Labs, supported by Capgemini, foster creativity and imagination amongst school children. —



Fostering creativity and imagination in government schools (India)

Capgemini India supports the government's Atal Tinkering Labs initiative. These labs build creativity and imagination among school children and help to foster design thinking, problem solving, and adaptive learning skills. Capgemini provides funding, technical support, and a liaison with the NITI Aayog government think-tank, jointly organizing on-the-ground activities. The aim is to increase access to STE(A)M (science, technology, engineering, arts, and mathematics) education in government schools. Eleven Atal Community Innovation Centers (ACICs) have already shown promising success in creating solutions for various social challenges. The ACIC initiative was launched during the Group's Digital Inclusion Week in October 2021. ✕

Becoming software developers (United Kingdom)

In June 2021, Capgemini in the UK and CodeYourFuture (CYF), a UK-based non-profit organization, announced a new three-year partnership to train refugees and individuals from disadvantaged backgrounds to become software developers and gain employment in the technology industry. Initially launched in 2018, it is the only program of its kind, offering end-to-end corporate support with the aim of employment. Since its launch, the partnership has expanded to new regions, with classes being offered in London, Birmingham, and Manchester. The new partnership will help at least 300 individuals over the next three years to develop digital skills as well as the soft skills required to succeed in the workplace. ✕



CodeYourFuture and Capgemini UK support refugees and disadvantaged individuals with the dream of becoming developers. —



Renovating schools and bringing modern technology to classrooms (Guatemala)

In 2021, Capgemini Guatemala renovated a fourth school for children living in the Ciudad Quetzal Community of Guatemala City, a low-income area. Despite the global pandemic, the Guatemala team was able to complete this project, delivering a fully renovated infrastructure including a mobile computer lab and equipping classrooms with modern technology. Close to 400 children will benefit from this project. Seventy volunteers and 200 students from the schools in Ciudad Quetzal Community also came together in a virtual environment to learn about the basics of electricity at a Capgemini Science Fair. The main objective of the activity was to cultivate the children's interest in science and technology. ✕



An opening ceremony was held at a newly renovated school in September, 2021, in the company of school authorities, many happy students, and teachers. —



PART II

OUR TALENT, OUR PRIORITY

From recruitment to onboarding, learning, career advancement, and new ways of working... Capgemini supports its talent so they can get the future they want. —



Our employees' well-being is a key enabler of their professional development. —

Talent

A MAGNET FOR GREAT TALENT



In 2021, a wide range of initiatives were implemented, both globally and locally, covering the entire talent value chain, and aimed at increasing attraction and retention. Inspired by our new brand and people promise, Get The Future You Want, we have considerably increased our employer brand visibility in key markets and we continuously enhance the employee experience. —

Delivering a world-class employee experience is key for Capgemini. We remain fully engaged with all our employees, continuously listening to their feedback and needs through our online "Pulse" platform, which allows us to survey employees every month on multiple dimensions, then create benchmarks, and take action to deliver measurable results to improve the employee experience.

Our ambition is to be a true magnet for worldclass talent and leadership. To fulfill this ambition, we focused on three areas in 2021: continuously developing and upgrading skills; developing leaders who will drive our ambition forward; and ensuring we have an engaged, diverse, and flexible workforce.

Our people promise inspires us to deliver the best employee experience. —



To develop and upgrade skills and build an internal pipeline of talent, we offer continuous career growth and access to a community of experts to help guide development. In 2021, we launched “Chronus,” a platform at Group level that facilitates contact between mentors and mentees. Through peer-learning certifications, coaching, and a culture of experience-sharing, we ensure all employees have multiple paths to upskill and evolve.

We focus our upskilling development efforts to get people certification-ready in key technology areas, and with our key alliance partners AWS, Google, Microsoft, and SAP, to name a few. We shape our technology upskilling plans to offer skills assessments before and after learning experiences as well as hands-on experience. We have generalized this approach to key technologies in India, Financial Services and Cloud Infrastructure Services (CIS) global entities.

DEVELOPING TOMORROW’S LEADERS

Our second focus for 2021 was leadership development. In order to empower our people to be tomorrow’s leaders, we broadened the diversity of our leadership pipeline, while enhancing its industry focus. We also launched a new, 360-degree feedback process for all executive vice presidents and

increased focus on talent reviews and talent mobility. Throughout the year, we also worked to create a new leadership vision, which will be rolled out in 2022. It defines the qualities and skills a future generation of leadership needs in order to overcome the difficult challenges that our world now faces.

Our third focus was to ensure we maintain an engaged, diverse, and flexible workforce. This involved the launch of numerous initiatives to help managers successfully carry out remote onboarding for new team members and nurture team dynamics in a world of remote work. Programs including “Connected Manager” and “Connect & Drive” helped foster team cohesion and promote a culture of feedback and development. The programs include our new normal principles (flexible and hybrid) and are already showing results in our manager capabilities.

In all these ways, we empower our people to learn, grow, and experience the projects and challenges that will equip them to lead in the near future.

WELL-BEING AT SCALE

Capgemini’s strength and success comes from our people. That’s why we created a well-being policy that states our commitments to the well-being of our teams. This ensures that we can continue to grow and sustain a healthy organization.

In addition to this policy, we want to enable and encourage our people to care for their own well-being, so we developed a virtual, global well-being hub, which aims to inspire all our teams to learn new ways of self-care in an informative, safe, and social space. ✕





Newcomers

WELCOME ABOARD

Recruitment and onboarding, learning, diversity, and entrepreneurial culture: Anne Lebel, Chief Human Resources Officer, and Aiman Ezzat, Chief Executive Officer, talk to our newcomers about the topics that are important to them. —

Andrea Ferrari › Italy

— **What's the role of permanent professional training in developing Capgemini's cutting-edge expertise and keeping people engaged?**

Anne Lebel — Learning is at the heart of our people agenda. We launched our learning platform in 2020 and it has been going strong ever since. Today, more than 95% of our people use it regularly. There are so many other ways to learn – through the projects you're working on, through exchanges in expert communities, and from your peers, every day. Learning is no longer just about traditional training sessions. It's a continuous, daily endeavor.

Sarita Fernandes › India

— **How does our strategy help retain talent and maintain our status as an employer of choice?**

Aiman Ezzat — Now more than ever, people want flexibility to plan their work and life. And they want to be involved in projects that matter and interest them right now. So we give people the means to decide their next project or opportunity, provided of course it's available, it fits their skills, and they can bring value to that role. This allows us to become much more agile and capitalize on the evolutions going on around us.

William Trieu › France

— **How does the Group help its people maintain a good work-life balance?**

Aiman Ezzat — In 1991 when I joined, we used to pull all-nighters preparing client projects. Today, I see people aren't prepared to do that, and I think that's the right thing. As a Group it is our role to continuously train our managers on the importance and perimeters of good work-life



balance. And another part of that equation is on you, to push back when you need more personal time, so we can find that balance together.

Anne Lebel — That's right, it's part of our professional development to learn how to build that balance and how to say no.

Pramila Khilnani › UK

— **We've seen very high growth in India. Are we planning to open offices in tier-two cities to help with the retention and acquisition of new talent?**

Aiman Ezzat — We will do this where it makes sense. Part of our workforce in India has moved and might not come back to some of our large offices so it might make sense to establish satellite offices but the model hasn't settled yet. We've just finished rolling out our hybrid work model, so we won't rush. Our strategy is based on the principle of an "anchor point," where people who join can meet each other and act as a community.

Caleb Evers › USA

— **How is equality and inclusiveness reflected in our way of doing business and who is accountable for improving diversity?**

Aiman Ezzat — I am ultimately accountable. And after me, everyone else at the firm is accountable. It's not because diversity looks nice from the outside. Diversity creates



value within the firm. More diversity will make Capgemini more innovative and rich – so it's a real conviction we're working with, rather than doing it just because it sounds good.

Jack Franco › Australia

— **What separates Capgemini's approach to managing career opportunities from that of other firms in the industry?**

Aiman Ezzat — When you join Capgemini, you're not put in a box. We don't tell you how to do things. We tell you what needs to be done. And different people get things done in different ways. We want everyone to be entrepreneurial, we want them to find their own way, provided it's aligned with our culture, values and direction.

Anne Lebel — This is how we came up with Get The Future You Want, our people promise. At Capgemini, people can take the reins and be proactive, raise their hand, and really build a rich and diverse career. ✕



Andrea Ferrari › Analyst Consultant, Capgemini Engineering, Italy, **Sarita Fernandes** › Senior Director, Business Services, India, **William Trieu** › Managing Consultant, Capgemini Invent, France, **Pramila Khilnani** › Vice President, UK, **Caleb Evers** › Internal Communications Manager, USA, **Jack Franco** › Consultant, Australia

**Aiman
Ezzat**

Chief Executive
Officer

— At Capgemini, we don't
tell you how to do things.
We want everyone to be
entrepreneurial.

New employees

**READY,
SET...**

We provide a nurturing
and supportive
environment for new
recruits. —



We believe it's crucial to engage with young minds to help them build the intellectual curiosity and skills that will help them succeed. To attract young people, we partner with schools to support IT and digital skills, and promote fundamental commercial awareness, project management, and the breadth and variety of roles in large corporate organizations. We also work with universities around the world to engage undergraduates and promote our brand promise, Get The Future You Want. For all new starters, our mission is to grow their talent, creativity, and curiosity by providing them with an environment where they can learn continuously and thrive. All new recruits enjoy comprehensive onboarding that prepares them to become part of a diverse collective of free-thinkers, entrepreneurs, and industry experts.

In 2021, we put in place enhanced learning programs for our most promising talents, to prepare them to be future leaders, plus a new

100%

coverage of our flexible work
roll-out in Q2 2022. —

program to familiarize recruits with the Group's fundamental principles, and a discovery game with virtual and in-person sessions.

Capgemini's graduate programs are designed to kick-start brilliant careers by combining a wide range of development opportunities with demanding project. At the same time, all our talent is empowered to acquire new skills throughout their career, using enhanced learning tools such as Cloud Campus. These learning solutions are designed to address key strategic areas of focus for Capgemini, including cloud and AI certifications. Our skills development framework blends exposure to highly varied business and technology domains with new and challenging projects in partnership with colleagues from around the world, helping clients use technology to solve some of today's biggest challenges.



Our enhanced learning
programs prepare our talent
to be future leaders. —

TRANSITIONING TO A HYBRID WORKPLACE

With heightened expectations around new ways of working, Capgemini implemented a new, Group-wide flexible work policy. It enables our employees to find a balance between virtual and physical presence, allowing them to work from home from 30% up to 70% of the time, depending on their location. We continued to transition towards this model throughout 2021, rolling out flexible work to reach full coverage in early Q2 2022.

Three pillars underpin the transformation: flexible working, connected spaces, and "Anyone Anywhere" – new ways of resourcing our engagements, regardless of location. Across the Group, we are taking advantage of this new flexible work policy to increase agility and to continue to attract the best talent. ☒

Our graduate programs offer
our young recruits a great start
in the Group. —



**Anne
Lebel**

Chief Human
Resources Officer

— There are so many ways to learn:
through the projects you're working
on, through exchanges in expert
communities, and from your peers,
every day.

Capgemini University
ensures our employees
stay on the cutting edge
and deliver business
value to clients. —



Employees in every industry are coming to expect more flexibility, career mobility, and skills development from their employers. Offering an environment of continuous learning is key not only to building skills within our Group, but also to engaging bright minds and retaining the best talent.

We encourage skills progression through learning frameworks that support career development. We want all our people to widen their experience and acquire new perspectives by pursuing different challenges in a range of industries and technology applications. By empowering our employees in this way, and by deploying them on special assignments, we deliver a work environment designed to foster their growth and give them the unique blend of skills demanded by our clients.

Professional skills

TOMORROW IS LEARNT TODAY

130,000

people involved in our RISE events
in 2021. —

Training our teams to tackle tomorrow's challenges has long been our focus, which is why we provide our teams with engaging, self-development content that delivers against our strategic business objectives. This allows employees to learn in a way that works best for them. RISE is one example of this. The program brings together the best of our learning, and insights, delivering mass upskilling in business-critical topics. We deliver these through collaborative events to promote togetherness amongst our professional communities, inclusive of level, entity and region. The three professional communities with the most employee engagement in 2021 were: Engagement Management, Creative & Design and Business Analysts.

Our professional communities
gather employees interested in
common development topics. —



Cloud Campus is a new,
unified learning hub for all-
things cloud. —

CLOUD CAMPUS, OUR CONNECTED LEARNING HUB

Cloud Campus is our unified learning hub on cloud, where all our people can develop their cloud skills. Cloud Campus journeys are role based: we have Cloud for Sales tracks; Cloud for Architects tracks; Cloud for Engagement Managers tracks; and Cloud for Engineers or Developers tracks, to name a few.

Cloud Campus is also focused on proposing bespoke tracks and experiences to help our people prepare for their certifications. We have developed specific Amazon Web Services, Google Cloud Platform, and Microsoft preparation journeys to help people progress through their certification path.

Overall, our Cloud Campus offers a variety of learning experiences ranging from self-directed learning to peer-to-peer learning, mentoring, expert masterclasses, hands-on experiences, virtual practice labs, and game days for people to practice their skills. ☒

**Aiman
Ezzat**

Chief Executive
Officer

**Diversity creates value. More
diversity will make Capgemini
more innovative and rich.**

D&I

AN INCLUSIVE CULTURE

W

e believe that a diverse workforce and an inclusive and equitable culture are essential to boosting innovation and creativity. It is our continuous endeavor to make Capgemini a company where talent – regardless of race, gender or belief – thrives.

In 2021, we increased diversity in our leadership pool, while enhancing talent mobility across all regions. Capgemini was one of 418 companies across 45 countries and regions to be listed in the 2022 Bloomberg Gender-Equality Index. In total, 35.8% of our workforce are women. Women hold 22.4% of our executive leadership positions, and 20.7% of our most

We encourage all Capgemini employees to contribute to our Diversity & Inclusion (D&I) strategy through employee resource networks. —



senior positions worldwide. We also offer several mentorship and sponsorship programs to further level the playing field for women.

Our vision of diversity goes far beyond gender. We've implemented specific incentives to ensure that all people, regardless of race, age, sexual orientation, ethnicity, religion, disability, or social background, feel respected and recognized. All our senior leaders undergo training to identify unconscious biases and specific sessions are organized for all employees to raise awareness of our inclusion policies. We've adopted a holistic



Capgemini India certified by the Great Place to Work Institute

In 2022, for the second consecutive year, Capgemini India was certified by the Great Place to Work (GPTW) Institute, considered the gold standard for defining positive workplace culture across the worlds of business, academia, and government organizations. Capgemini India's "Trust Index Score" was measured by GPTW at 80%, up from 74% the year before. —

approach to our HR policies and managerial practices to ensure equal opportunities, and fair compensation and equal pay for equal work for all. We're also adapting our IT tools to make them more accessible, and, to be certain that the policy reflects the diversity of the workforce, we conduct regular surveys to gather feedback from employees.

RELENTLESSLY PURSUING DIVERSITY

In one year, we have registered a progression of 26% in the number of our employees officially recognized with a disability impairment or neurodivergence, reflecting our efforts on recruiting more of these talents. We also ran campaigns in the UK and France to encourage current employees to declare

any disability they have, so they can receive administrative recognition and additional support in the workplace. Several other countries have robust programs promoting the recruitment and inclusion of people with disabilities.

In the US, to acknowledge the historical and structural discrimination that has disadvantaged the Black community and other marginalized groups in American society, Capgemini has created additional opportunities for under-represented communities in our workforce. This agenda is driven by our Inclusion Leadership Advisory Council, with the ambition to double the amount of Black talent in our teams by 2023.

LGBTQ+ inclusion efforts at Capgemini are governed and strategically developed by the OUTfront Global Network. Its mission is to provide a forum for open conversations and to host awareness actions supporting the professional growth of LGBTQ+ people. Currently, OUTfront operates in 26 countries across the Capgemini landscape. Primarily a volunteer group, OUTfront is run by passionate people working alongside HR and CSR partners. ✕

Since 2018, Capgemini has been rolling out unconscious bias training and inclusive leadership workshops across the Group. —





PART III

INNOVATING FOR TOMORROW

From 5G and edge computing to customer experience and sustainable solutions, Capgemini leverages its innovation ecosystem to create client value. —



WORTH Trends FOLLOWING



Economy

As companies become more global and better connected, data privacy has become increasingly strategic. Corporates must ensure high-level protection of their customer and employee data and conform to stringent regulations. Data protection is now every company's concern. Meanwhile, ownership and use of cryptocurrencies have reached a much wider audience. ☒

Disruption and shifts in geo-strategic balance • impact of the pandemic on growth • disrupted business models • data sovereignty • popularization of cryptocurrencies • importance of cloud service providers (hyperscalers) • changes in interest rates

300 m
cryptocurrency users
worldwide in 2021
(TripleA, 2021)

880%
Bitcoin adoption
surge in 2021
(Chainalysis, 2021)



Society

Action and commitment on inclusion and diversity topics are no longer an option for companies. Expectations continue to rise around the role they must play in solving social challenges. Taking a stance and acting on critical societal issues can make or break brands and, therefore, their employment attractiveness and reputation. Ethical behavior, in line with the prevailing values of consumers, employees, and society, must now be at the heart of a company's mission. ☒

Expectation of companies to address sustainability and inclusion-related challenges • importance of health and well-being in public policy • acceleration of digitization • greater influence of ethics and values

68%
of US consumers think social
responsibility is a key attribute
for a company (Clutch, 2019)



New ways of working and new approaches to technology... many of the trends that we first identified at the start of the pandemic accelerated towards the end of 2021. To better serve our clients and their customers, we decode today's trends to anticipate tomorrow's major drivers of value creation. —



Work

The shortage of talent has become more acute while the gig economy continues to accelerate. The unstoppable pace of technology drives high demand for new skillsets. Renewed focus on corporate social responsibility plans and actions has heightened employee expectations for a better work-life balance. ☒

Imbalance in supply and demand of talent • rapid evolution of required skillsets • increased expectations of personalized employee experience and consideration of work-life balance • rise of gig economy

1.1 bn

freelancers worldwide
(Website Planet, 2021)



Technology

Blockchain technology continues to disrupt many traditional industries. At the same time, non-fungible tokens (NFTs) have captured the attention of a wide global audience. Threats to cybersecurity have multiplied, and data protection and sovereignty remain critical assets. Significant developments in artificial intelligence have driven increased automation and autonomization. The metaverse is gaining momentum, fueling advances in virtual reality, augmented reality and Web3. ☒

Data and artificial intelligence • cloud and edge • cybersecurity • 5G+ and connectivity • softwarization, autonomization • automation • immersive experience in the metaverse economy • blockchain, NFTs

\$800 bn

size of the metaverse market
by 2024 (estimate by Bloomberg Intelligence, 2021)



Environment

Following the publication of the second report by the Intergovernmental Panel on Climate Change, the need for action has intensified. Many initiatives that were once considered to be on the fringe have now become widely adopted by society and businesses. The circular economy is more widely integrated in consumption habits and the protection of biodiversity is enshrined in the ESG policies of companies around the world. It is now technology's turn to play a defining role and become a lever to fight climate change. ☒

Circular economy • climate change • preservation of resources and biodiversity • increase in climate pledges by firms and governments • technology as a challenge and a problem-solver

\$4.5 tn

the economic benefits
the circular economy could yield
by 2030 (World Economic Forum, 2019)

Capgemini has an extensive network of innovation centers, local and global delivery centers and a curated ecosystem of technology partners and academies. —

Innovation OUR ECOSYSTEM

“The launch of our Quantum Lab demonstrates our ambition to bring to our clients the most innovative, breakthrough solutions in computing, sensors, and cybersecurity, and to invest in capabilities early on so we can become the leading quantum systems integrator.”

**Pascal
Brier**

Chief Innovation
Officer

At Capgemini, we believe that innovation must be sustainable, socially desirable, economically profitable, and technologically feasible. Through innovation, we bring our clients the best technology has to offer. In a world where we see an avalanche of technologies in all domains of science, and where the need for agility, fluidity and adaptation to rapid changes is paramount, we help our clients select, adopt, and deploy innovations to stay relevant, and thrive now and in the future.

We understand and deliver innovation as a continuum, spanning from 10% incremental changes to 10X disruption, and we tailor this approach according to each client and industry condition.

We are dedicated to helping our clients take the strong leadership decisions that will help their businesses make the most of the promises of technology. ☒

Our experience in the application of technology, innovation and investment in ventures means we have developed an agile and resilient model to help clients navigate their challenging markets and unlock the potential of their innovation opportunities.—

INNO- VATION

We apply technology to relevant use cases.

by selecting those that best fit the client needs.

- 1 21 Applied Innovation Exchanges to co-innovate with our clients
- 1 Capgemini Ventures, our fund to invest when we find highly promising opportunities

We tailor our approach to each client

by co-creating and building unique solutions. The nature of our approach varies depending on the impact level and the engagement model.

- 1 10 priority industries, knowledge for all our sectors to make innovation relevant and accessible
- 1 Leading global creative consultancy frog, part of Capgemini Invent, comprised of 39 design studios
- 1 Capgemini Ventures uses an open-innovation approach with innovative startup technologies and ecosystem management
- 1 Applied Innovation Exchange specialization is able to draw on deep awareness of technologies and sectors

1.

We stay ahead of the wave,

by tracking emerging signals and preparing Capgemini for the next advances in technology.

- 1 Global orchestration of all Group innovation efforts
- 1 Capgemini Research Institute (23 studies published in 2021)
- 1 Technovision, an annual report featuring the key technology trends to watch
- 1 Academic partnerships (including Stanford University, Massachusetts Institute of Technology, Nobel Prize Outreach...)

2.

We decode and test technologies,

to filter out hype from true and meaningful evolutions.

- 1 Every year we assess 1,000+ technologies and solutions and assess their readiness with technology assessment services (TAS).
- 1 90+ research labs, three 5G Labs, one quantum lab

3.

4.

5.

We deliver at scale

to help our clients transform in depth.

- 1 Proven expertise in innovation with the power of data and intelligence built in
- 1 ~150 Centers of excellence
- 1 A global ecosystem of technology partners, including the 10 biggest technology companies worldwide
- 1 50 local and global delivery centers

Capgemini Research Institute

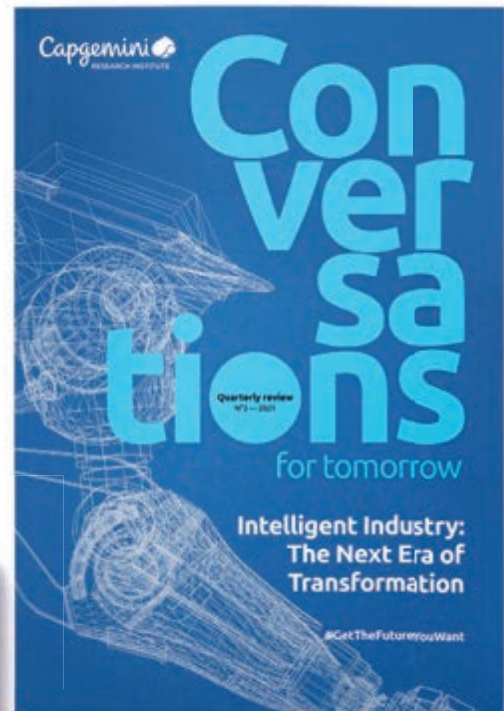
A BROADER PICTURE

Our think-tank, Capgemini Research Institute (CRI), deciphers technology challenges and market trends to guide our clients in their strategic choices. In 2021 – and for the sixth consecutive time – the independent firm Source Global Research ranked CRI number one worldwide for the quality of its analysis and its breadth of vision. —

Conversations for Tomorrow
Quarterly publication gathering guest contributors and business leaders

1. Intelligent Industry: The next era of transformation
2. Why sustainability means collective action, bolder leadership, and smarter technologies
3. The future of work starts now

1.



2.



3.



Main research

1. #SUSTAINABILITY

Fit for net-zero: 55 tech quests to accelerate Europe's recovery and pave the way to climate neutrality

2. #SUSTAINABILITY

The key to designing inclusive tech: Creating diverse and inclusive tech teams

3. #AUTOMOTIVE

The need for speed: Four recommendations to turbo-charge digital performance in the automotive industry

4. #DATA AND INSIGHTS

Data mastery: How data-powered organizations outperform their competitors

5. #SUSTAINABILITY

Sustainable IT: Why it's time for a green revolution for your organization's IT

6. #RETAIL

What matters to today's consumer: 2022 consumer behavior tracker for the consumer products and retail industries

7. #RESILIENT ORGANIZATIONS

The future of work: From remote to hybrid

8. #DATA AND INSIGHTS

The age of insight: How consumer products and retail organizations can accelerate value capture from data

9. #DIGITAL CLIENT EXPERIENCE

A new playbook for chief marketing officers: Why CMOs should enable real-time marketing to drive sustainable growth

10. #BANKING

World Retail Banking Report 2021

11. #WEALTH

World Wealth Report 2021

12. #RESILIENT ORGANIZATIONS

The wake-up call: Building supply chain resilience in consumer products and retail for a post-Covid world

13. #DIGITAL MANUFACTURING

Accelerating the 5G Industrial Revolution: The state of 5G and edge in industrial operations

**“To abandon oneself
in a creative ping-pong,
free of constraints,
with my neighbor and
friend Julien Colombier.
It’s a pleasure to create
with four hands.”**

**Ludovilk
Myers**

Artist (painting,
illustration, sculpture
and more)





THE 5G REVOLUTION

Inflight connection

Capgemini worked alongside SmartSky Networks to develop a custom ground-to-air network that turned a bold vision into reality, helping SmartSky go from startup to commercial take-off. The network reinvents aviation connectivity for business travelers, delivering office-grade, multi-Mbps inflight connectivity with minimal latency. Unlike anything that's gone before, it blends advanced cellular technologies into a bespoke, highly secure network specifically designed for aviation. SmartSky successfully launched the network in the fall of 2021. —

5G Labs

Strengthening Intelligent Industry

Capgemini has opened two new **5G Labs** in Paris and Mumbai, bringing the total number of 5G Labs to three. The first was opened in Portugal in 2020. These labs are centers of excellence dedicated to new solutions developed for smart industry and smart cities through 5G and related technologies. —



Autonomous Drive

Moving towards intelligent mobility

Led by the teams of Capgemini group, the Augmented AD (autonomous driving) R&D project has led to the creation of a vehicle with autonomous driving functions using 5G and mobile edge computing technologies. As a result, the next generation of advanced connectivity solutions and network technologies are expected to remotely control the complex computing functions of these vehicles. —

CASE STUDY

UN- LEASHING 5G

Vodafone

The ultra-low lag times of 5G are opening up new possibilities for industries including manufacturing, oil and gas, life sciences, automotive, and others. Vodafone Spain partnered with Capgemini to explore use cases for the new technology, then roll out 33 projects in the Andalusia region. —

In 2019, the Spanish government invited proposals for how 5G technology could be **harnessed** to improve lives and businesses, increase competitiveness, and drive innovation in sectors including health, agriculture, energy, tourism, smart cities, security and defense. To answer that question, Vodafone called on Capgemini to collaborate on developing a range of almost 100 practical use cases for 5G.

“Capgemini and Vodafone Spain had already been working together for four years,” says Daniel Jiménez Muñoz, Managing Director, Vodafone Business Spain. “So we had the trust and the intimacy to co-create together. Vodafone needed a partner with a common commercial ambition and complementary resources, with a huge vision to be the leaders in the 5G space in Spain – and Capgemini was ideal.”

Of the many use cases developed, one interesting application explored how 5G could be used for health and medical assistance during an emergency. When lives are on the line, using drones and robots to locate and reach victims can save precious time, as they can get to them faster and go into areas too dangerous for humans. Drones that are 5G-enabled can host more of their processing power in the cloud, rather than on the drone itself. This leads to weight reductions, which in turn extends the range of the drone and reduces its energy usage. If a patient in critical condition is located, a doctor can then use a 5G-enabled robot to remotely operate, thanks to the technology’s very short lag times.

Technical teams can use a 5G augmented reality application to access real time information and receive expert support via videostreaming if necessary. —

A new case was developed exploring how 5G can be used for health and medical assistance during an emergency. —





“Vodafone needed a partner with a huge vision to be the leaders in the 5G space in Spain – and Capgemini was ideal.”

Daniel Jiménez Muñoz
Managing Director, Vodafone
Business Spain

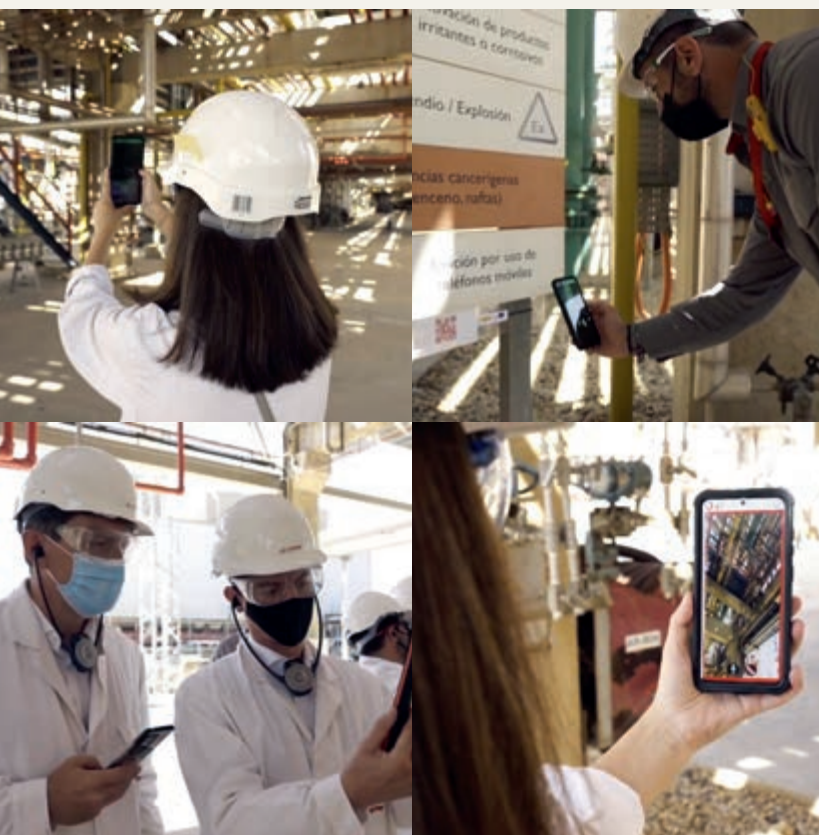
33

use cases explored.
Seven use cases delivered,
end-to-end. —

Capgemini brings profound knowledge of the industry and the changes happening to business processes in this industry. This, coupled with our deep network-engineering knowledge, allows us to leverage the power of low-latency, high speed, high capacity, reliability, and security in order to create those applications. Finally, Capgemini has a unique ability to bring together the different ecosystems around the devices: the chips, our cloud-native 5G use case applications, and then enable them to scale in an industrial form, using our testing capabilities at our 5G Labs in Paris, Portugal and Mumbai.

This example of collaboration and co-innovation at scale has moved beyond proofs of concept and into industrializing these applications and services, which enabled Vodafone to move on and sell these services to the industry.

Capgemini brought technology, systems integration, and engineering expertise together to help Vodafone and the Spanish government identify the possibilities of edge and 5G and then deploy the right technology fast, and at scale. The Group's key service offerings help clients like Vodafone strategize, build, transform, and deliver business value with 5G and edge, so they can be ready to achieve the full promise of Intelligent Industry, powered by data. ☒





THE FUTURE OF CUSTOMER EXPERIENCE

CornerShop

Located in London, CornerShop offers retailers a true testing environment for the latest technologies that are reinventing a “phygital”, mobile, augmented, and personalized shopping experience in food and beverage, cosmetics, and fashion. In a project conceptualized by our Applied Innovation Exchange and deployed by Capgemini group in partnership with media platform The Drum and creative studio SharpEnd, the latest technologies were brought together to provide visitors with a truly experiential space – a place where retailers can test their new ideas directly with target consumers and adapt their offering to better meet customer needs. —

Sanofi

Revolutionizing industrial bio-production processes

Capgemini group is partnering with Sanofi to develop a new generation of **sensors** and tools that will revolutionize R&D methodology and the management of industrial bio-production processes, enabling a 10-fold productivity gain. Capgemini will leverage artificial intelligence to transform data into knowledge to stimulate and optimize complex processes. —



↑ *CITO*

Liquid biopsy analysis for cancer

Teams from Capgemini group have **developed** an award-winning concept for a rapid, liquid biopsy cancer diagnostic system: CITO. Praised at the iF DESIGN AWARDS 2021, CITO allows practitioners to quickly access patient biopsy data. Its compact, elegant, and easy-to-use design allows non-specialist technicians to accurately perform a liquid biopsy analysis while the patient waits. —

CASE STUDY

OncoHealth

AN APP FOR PEOPLE WITH CANCER

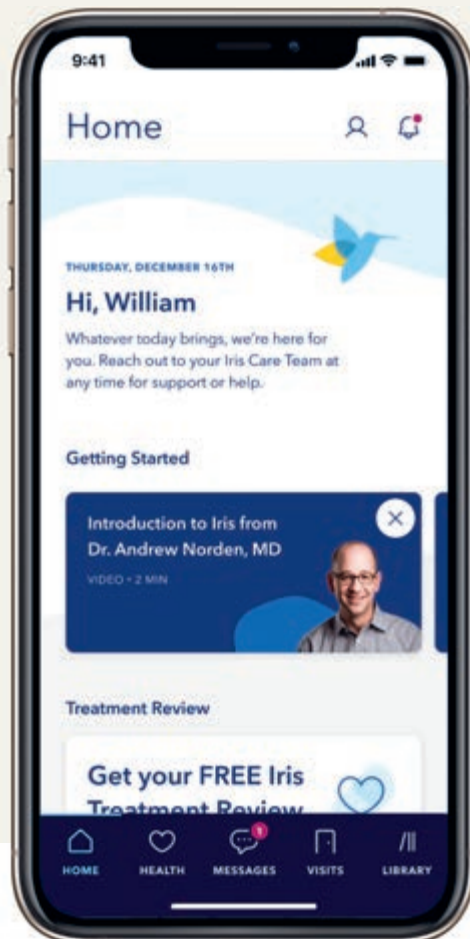
Iris™ is a mobile application from OncoHealth that provides 24/7 telehealth support to people with cancer. OncoHealth partnered with frog, part of Capgemini Invent, to help design and develop the product with a human-centered design approach. —



OncoHealth, an American digital health company, has developed a service called Iris. It offers patients oncology-specific care, resources and community support from their initial cancer diagnosis all the way through their treatment. Its goal is to help each patient live their best life.

To do this, OncoHealth asked frog, part of Capgemini Invent, to join its worldclass team of oncology-certified nurses, specialized oncology social workers, psychologists and board-certified

Iris has been designed to support cancer patients accessibility needs. —



5m

members insured with leading health plans who stand to benefit from the Iris application in the USA. —



“Iris is a human-centered digital platform that transforms the way cancer patients receive care and support. More than an app, it is an indispensable companion to patients in their homes.”

Jennifer Haas
Senior Vice President Marketing,
OncoHealth

oncologists to combine human-centered design with the best practices and evidence-based standards of oncology care.

The team began by conducting immersive design research to understand the lives and difficulties of people with cancer, their friends and family, and healthcare providers. This led to key insights about how people live with cancer. The team knew before it started that improving access to care outside of scheduled appointments and treatments was important, especially late at night when side effects of chemotherapy can cause fear and anxiety.

They also discovered that patients often need help with issues outside of clinical expertise, and that they rely upon a network of peers, such

as people who also have cancer, to help them learn how to live with cancer. Peer networks offer each other guidance and support, from the most basic questions to the main steps during treatment and recovery, with an expanded feature set that includes personalized 24/7 oncology nurse care, virtual mental health visits with licensed oncology therapists, health tracker monitoring of emotional and physical well-being, evidence based expert review of oncology therapies, cancer-specific lifestyle and nutrition resources. The frog team designed and developed Iris with particular emphasis on accessibility and usability and ensuring data collected from its users were in line with data privacy laws.

In Iris, frog has helped develop an application that enables people with cancer to get the care, guidance and support they need, when they need it, from the experts they trust. ☑

ALSO IN HEALTHCARE...

Future4care

Sanofi, Capgemini, Generali and Orange announced the creation of a joint venture to launch “Future4care,” Europe’s only health-focused startup accelerator program. The objective is to stimulate the development of e-health solutions and their go-to-market, for the benefit of both patients and health professionals. —



INNOVATING FOR THE PLANET

Biodiversity

We are helping to preserve biodiversity in the Mojave Desert of California. Using artificial intelligence, we can study satellite imagery, identify tracks left by off-road vehicles, and cross-reference this information with other data such as nesting sites for endangered species. This way, Capgemini is helping The Nature Conservancy (a global environmental organization based in the US) identify effective conservation measures. Applied to other topographies, this method could identify illegal logging or mining operations, or locate forest fires. —

Circle

Rethinking urban mobility

Four-wheeled urban electric mobility without a charging station... it will soon be possible. The vehicles of the French startup Circle are powered by a removable battery system. A large-scale deployment is planned in several European cities by January 2023, thanks to the support of Capgemini across all stages of innovation, design, and creation. —

MeMed BV®

A simple blood test to distinguish between bacterial and viral infection

It's now possible to distinguish between bacterial and viral infections in less than 15 minutes, thanks to technology deployed by MeMed, a leading UK-based med-tech and bio-convergence company. Capgemini supported the med-tech company in a co-design process throughout the solution's development cycle – from ideation to testing. —

Aircapture

Decreasing the cost of carbon capture is the ultimate goal



Aircapture is a US-based company with a mission to decrease the cost of carbon capture. The enterprise is currently developing a demonstration system capable of capturing 100 metric tonnes of CO₂ per year. Capgemini group supported the project by testing existing direct air capture materials in integrated field units that produce a concentrated carbon dioxide stream of at least 95 percent purity. And, as recoverable energy is readily available in a large number of commercial locations, energy supply will never be an issue. —

CASE STUDY

Volvo Car Mobility

QUANTIFYING THE IMPACT OF CAR SHARING

We hear from Volvo Car Mobility's CEO, Erik Jivmark, and Sustainability Lead, Steinar Danielsen, about their work with Capgemini to measure the positive environmental impacts of urban car sharing. —



Erik Jivmark
Chief Executive Officer, Volvo Car Mobility

What is Volvo Car Mobility's mission?

Erik Jivmark — We want to change people's relationship with cars and choose access rather than ownership. Why? So we can free up valuable time, money, and space for people and cities.

Capgemini produced two reports for you on the impact of your car sharing fleet. Why did you commission the reports?

Steinar Danielsen — We wanted to understand the impact of our car sharing service better – not only on our customers' lives but also on the cities where our shared vehicles are used. That would allow us to help the cities themselves quantify the impact of car sharing. These are tangible proof points we can take to city administrators to promote the benefits of car sharing schemes in new markets.

Did the reports uncover any surprising results?

SD — The first found that in Sweden there was an average of 50 square meters of parking space per vehicle and only 42 square meters of living space per person. This helped us understand how much space we're giving

Car sharing contributes to a greener and more positive urban environment. —





Steinar Danielsen
Sustainability Lead, Volvo Car Mobility

up to our cars. Another interesting finding was the water that was saved through car sharing. Our car sharing fleet indirectly led to a saving of around 3.8 million liters of water, as there were fewer cars to wash, and therefore less water used for cleaning cars.

What was the main value created for Volvo Car Mobility by Capgemini's reports?

EJ — First of all, it's been crucial to be able to measure our impact on the cities we serve, in a way that's easy to understand. Many companies claim they are pursuing greater sustainability, but what do these actions really amount to? Capgemini found that our services

take nine privately owned cars off the road for each shared vehicle we make available. You can visualize that, which is really helpful. Beyond validating our purpose, this helps us to communicate our value proposition to stakeholders, both in existing and new markets. And it helps us to set goals and measure success in a more meaningful way than financial KPIs such as how much revenue we're generating through rental fees for the shared cars.

SD — We're now working on the next report with Capgemini, taking a lot of the operations we measured initially and tracking them on a quarterly basis. We take that calculation model to our intel team, and work with Capgemini to do the external qualification of the report.

How is technology an enabler of your sustainability vision?

EJ — It's crucial. The smart algorithms and machine learning we use allow us to increase our service level for customers, which drives adoption. This leads to greater replacement rate – the amount of cars that our service removes from the road. Having a higher replacement rate is better for customers and for our business, but it's also better for the environment, so you can really say this is a truly sustainable business model, in every sense.

Why did you partner with Capgemini to produce this report?

SD — We chose Capgemini because they were the most hungry for it. They really understood the brief and how to attack something like this that we hadn't done before. They were able to work in a very agile way, while at the same time bringing structure to the project.

EJ — Our owners are a global company – Volvo Group. So we wanted someone with global reach and international presence, and that's something else that Capgemini brought to the table. ☒

Proximity to a car-sharing M station is a key factor enabling more drivers to share rather than own a car. —



CASE STUDY

Malaysia's Heng Hiap Industries worked with Capgemini to "Uberize" the collection and processing of plastic scraps. We talk to HHI's CEO, Kian Seah, about the project. —

Heng Hiap Industries

CREATING A CIRCULAR DESTINY FOR PLASTICS

Better quality plastic can be transformed into very pure plastic feedstock.



28,000

— the number of individual recyclers who collect waste plastic for HHI. —

What's HHI's mission?

Kian Seah — At HHI, we don't think there's a plastic packaging pollution problem. We think there's a plastic ignorance problem – after consuming plastic we don't know what to do with it. So HHI coordinates the efficient collection of plastic scraps, then we look at all the materials and their chemical properties in order to give that plastic a second life. We are trying to give every piece of plastic a circular destiny.

What did you achieve with Capgemini?

KS — Together we developed an app that solved many of the pain-points with recycling in Malaysia. The recycling industry is largely informal, with communities of hard-working people sorting through trash and picking out



“What makes Capgemini different is that they’re all believers. Their appetite to make it happen was just amazing.”

Kian Seah
CEO, Heng Hiap Industries

Sorting and separation of recyclable materials. —



useful materials to recycle. This is very inefficient. We developed an app that allowed households to order the collection of their recyclable materials like you’d hail a ride. This meant we removed a lot of inefficiency from existing processes, allowing us to collect higher-quality plastics in greater volumes, which we then turn into high-integrity plastic feedstock, which is used to create recycled plastic products.

Why did you pick Capgemini for this project?

KS — What makes Capgemini different is that they’re all believers. The first time I talked to the team they jumped out of their chairs, saying: ‘This is it!’ Like me, they wanted to use digital to transform what was seen as a sunset industry, a dirty industry, into an edgy, relevant, authentic industry. They saw that we could take the inefficiencies in the current system and turn that into value through technology. Their appetite to make it happen was just amazing.

Are there plans to scale the solution?

KS — If this works in Malaysia, it will work in any developing country where you have the same situation – a hardworking but informal recycling community. That’s the case in many countries in Asia. If you look at the top 10 ocean-polluting countries on Earth, eight of them are in Asia, so the need is certainly there. I think the digitalization will really help us to scale this and create a solution for other developing countries.

What’s the role of technology in helping consumers to adopt a sustainable mindset?

KS — Right now, everything is based on convenience. We dig up crude oil, make it into plastic, distribute it, then throw it away and burn or bury it in the ground for hundreds of years. In order to achieve a plastic-neutral society we need to enable circularity, and using technology is a major way to create this circular destiny. HHI, along with Capgemini, will help to make that happen. ✕

Paul Polman is the former CEO of Unilever and the co-author of *Net Positive: how courageous companies thrive by giving more than they take*. He speaks to Jeremy Heimans, CEO of Purpose, a leading social impact agency and part of Capgemini. —

Technology for sustainability

“LESS BAD IS JUST NOT GOOD ENOUGH”

Jeremy Heimans
CEO of Purpose



Paul Polman's latest book is a call for courageous leadership from the private sector to help meet our biggest societal and planetary challenges, unlocking innovation and profit as a result.

Jeremy Heimans – How do CEOs and business leaders react to the thesis of your book?

Paul Polman — Most CEOs understand what the issues are, what science is telling us, the timeframe that we have. But they are now discovering that they can't do it alone. The problems we face are intertwined with other tough issues around tax payments and money in politics, corruption, human rights to name a few. Increasingly, CEOs understand that change is needed and that most of it requires really strong multi-stakeholder partnerships. The fact that companies can become net positive and the mindset change that's needed is actually refreshing for most CEOs.



Paul Polman

Co-founder and CEO of IMAGINE.

Paul Polman works to accelerate action by business to achieve the UN Global Goals, which he helped develop. He was the CEO of Unilever from 2009 to 2019 and is the Co-Author of "Net Positive: how courageous companies thrive by giving more than they take." He has been described by the Financial Times as "a standout CEO of the past decade".

JH – Technology is responsible for around 5% of global emissions, but that could be 30% within 15 years. Is technology part of the solution or the problem?

PP — The disruptions produced by technological innovation, which we see in sectors such as energy, transportation, or food, have incredible implications for climate change. I believe that with the technology available today, we can eliminate 90% of greenhouse gas emissions in the next 15 years. Many of the tipping points that you now see in solar, wind, batteries, electric vehicles, or precision fermentation in agriculture, are really a direct result of technology.

But technology for technology's sake, or just for the sake of enriching someone – that's the last thing the planet needs. Most of the time, technology is an enabler of positive change, but we've also seen it can have unintended consequences that we don't want – if it enables

hate speech or undermines democracy or results in climate change beyond what we can afford – then we have a problem.

JH – But we can't just rely on technology to come along and solve these problems.

PP — To solve the climate crisis and the crisis of inequality, which are the two most burning issues that we have to deal with, requires human ingenuity plus a systems transformation. If technology can help us reach tipping points to achieve this systems transformation – like we see now with electric vehicles – then all the better.

This is a thing we've never done before that needs to happen at a scale well beyond the industrial revolution and at a speed far greater than the digital revolution. The timeframe is only 10 years, not 20, 30, or 40. We need to totally transform our mobility systems, our food systems, and much more. So the task is not easy, hence the importance of partnerships. Human willpower has to come together with technology.

JH – What should business leaders focus on to enable this systems transformation?

PP — If you look at most sustainability reports that are being put out, it's all about being "less bad" – fewer carbon emissions, less plastics in the ocean, less deforestation. But we're at the point now that less bad is just not good enough. Not only must companies take responsibility for their total impact on society, but the solutions must be restorative, reparative, regenerative, which is what net positive means.

Not acting at the speed and scale that's needed is going to give us higher costs. With the data available it's clear that more gender diverse and more societally diverse companies now deliver better financially and on shareholder return. Companies that have internalized the challenges of climate change, that are driven by a clear purpose and operating on a long-term, multi-stakeholder model, these are the companies that will master the challenges ahead. ✕

PART IV

OUR FUNDA- MENTALS

The Group's strength is based on a balanced governance, a business model that creates sustainable growth, and a financial and non-financial performance that demonstrates Capgemini's resilience. —





Paul Hermelin

Chairman of the Board of Directors



Aiman Ezzat

Chief Executive Officer



Xiaoqun Clerer



Laurence Dors



Pierre Goulaieff



Siân Herbert-Jones

BOARD OF DIRECTORS



Hervé Jeannin

As of March 31, 2022, the Board of Directors has 14 members, of which 12 are elected by shareholders and two are appointed in accordance with the employee representation system. In total, 82% of the members are independent, 45% are women and 55% are men. The wide range of their experience and expertise contributes to the quality of the debates and the smooth functioning of the Board. —



Belen Moscoso del Prado



Xavier Musca



Frédéric Oudéa

Lead Independent Director,
Vice Chairman of the Board of Directors



Patrick Poujanné



Tanja Rueckert



Kurt Sierers



Lucia Sinapi-Thomas

A SOLID GOVERNANCE

The Group's governance structure, in place since 2020, enables it to write the next chapter in its history with all the passion and collective energy that characterize the Group, in order to continue making Capgemini a responsible and multicultural global leader. —

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 makes decisions on the major issues concerning the day-to-day operations and future of Capgemini, to promote sustainable value creation for its shareholders and all stakeholders. ✕

BOARD OF DIRECTORS

100% Attendance	...	14 Members	...	82% Independence ¹	...	9 Meetings	...	2 Executive Sessions
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ETHICS & GOVERNANCE COMMITTEE

100% Attendance	...	4 Members	...	100% Independence	...	6 Meetings
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STRATEGY & CSR COMMITTEE

100% Attendance	...	6 Members	...	60% Independence	...	6 Meetings
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COMPENSATION COMMITTEE

93% Attendance	...	5 Members	...	100% Independence	...	6 Meetings
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AUDIT & RISK COMMITTEE

100% Attendance	...	4 Members	...	100% Independence	...	8 Meetings
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NB : Information at December 31, 2021.

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.

An independent and balanced Board of Directors

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 action seeks to achieve the goal of sustainable and responsible growth, which has defined Capgemini for over 50 years. ✕

12 + 2
Board of Directors¹

82%
Independent Directors²

45%
Female Board members³

58 years
Average age

43%
International profiles

5 years
Average length
of office

1
Director representing
employee shareholders

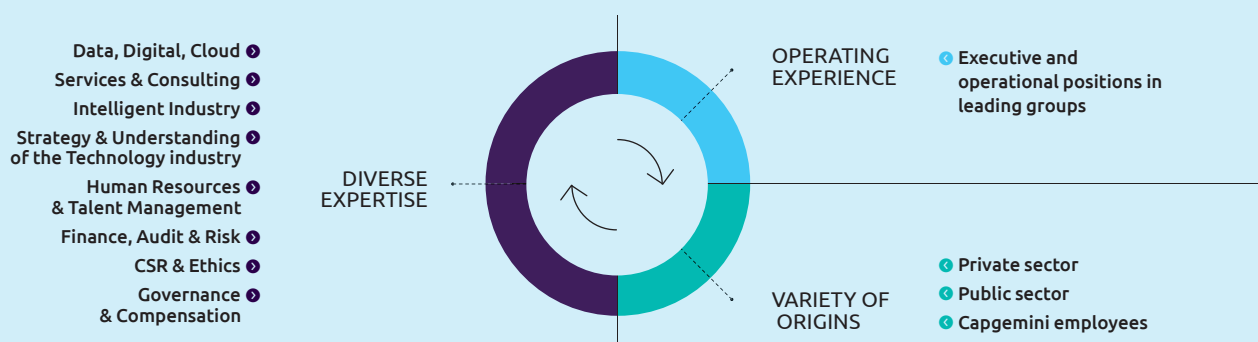
2
Directors representing
employees

NB: Information at December 31, 2021.

1. Twelve 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 directors representing employees and employee shareholders are not taken into account in calculating this percentage, in accordance with the provisions of the French Commercial Code.

A 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. ✕

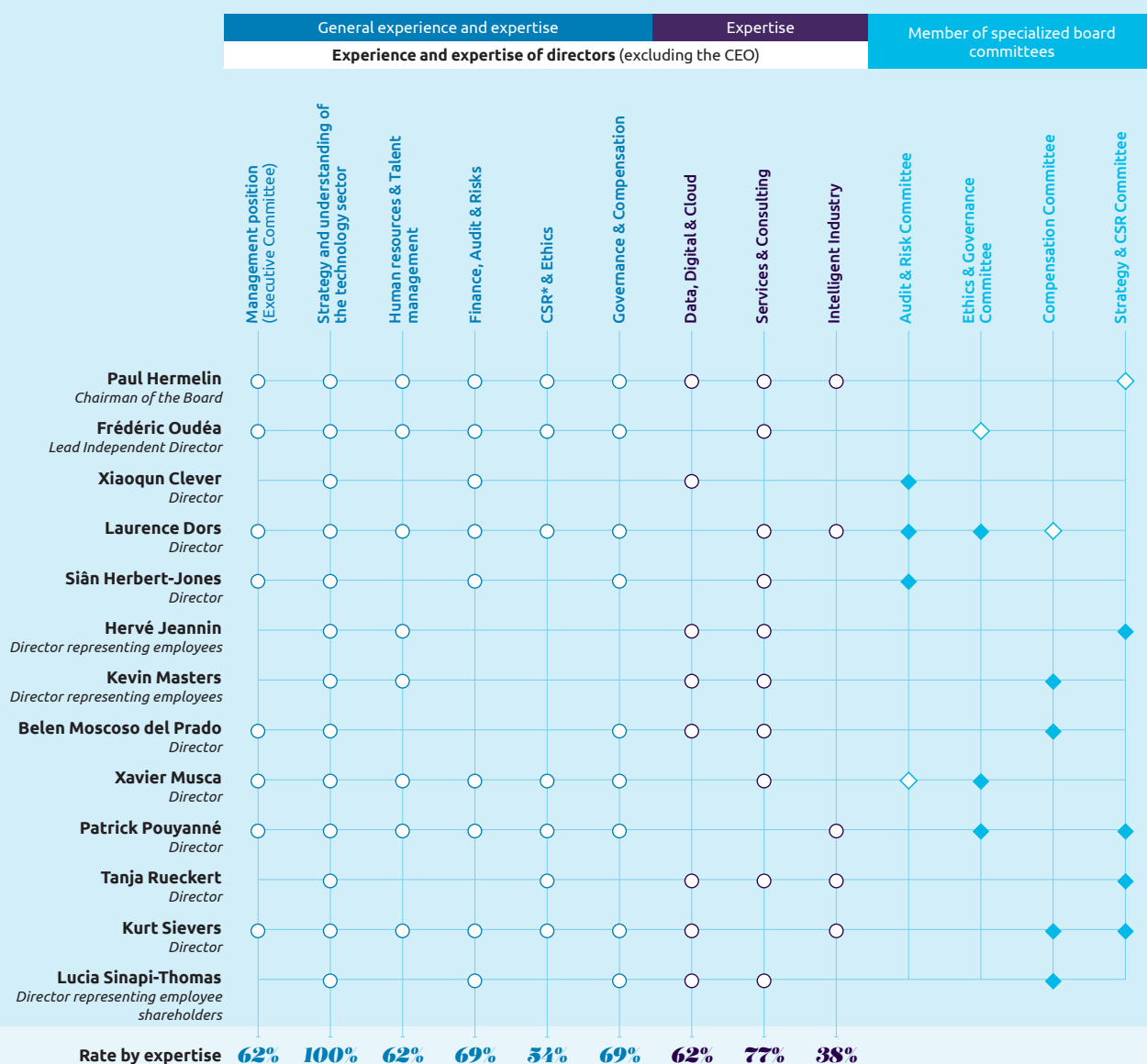


The Board of Directors decided to adopt the following **objectives** for its **composition for the period 2018-2022**: **01.** International diversification to reflect changes in Capgemini's geographical spread and businesses. **02.** Diversification of profiles and expertise. **03.** Staggered renewal of terms of office. **04.** Maintenance of a measured number of directors, enabling coherence and collective decision-making.

Diversity of the Board

It is the Board of Directors' policy to regularly assess its composition and the various areas of expertise and experience contributed by each of its members. It also regularly identifies the direction to be taken to ensure the best possible balance with regards to international development and the diversity of the Group's employees, changes in its shareholding base and the various challenges facing Capgemini. It ensures that the Board retains a range of experience and nationalities and respects gender balance, while ensuring the commitment of all directors to the Group's fundamental values. To this end, the work of the Ethics & Governance Committee, chaired by the Lead Independent Director, is invaluable. ☒

A range of profiles and experience, at December 31, 2021**



* Including expertise on climate change

◆ Committee member

◊ Committee Chairman

** Skills table does not include Capgemini's CEO

Results of the application of the Board of Directors' diversity policy



Activities of the Board in 2021

Active and hardworking, the Board of Directors met nine times in 2021, with an average participation rate of 100%. It dedicated most of its work to (I) Group strategy, performance and organization, ESG (II) governance, (III) risk monitoring, (IV) analyzing accounts, (V) talent management and diversity, as well as (VI) compensation of executive corporate officers and directors. ☒

GROUP STRATEGY AND ORGANIZATION, ESG

- Update of the Group's medium-term strategic direction
- External growth opportunities and monitoring the integration of Altran
- Review of the main changes in markets and the competitive environment
- Customer First and Intelligent Industry strategy
- Approval of ESG priorities and objectives
- Monitoring of the roll-out of the Group's CSR strategy

GOVERNANCE

- Changes in the composition of the Board and its Committees
- Preparation of the Shareholders' Meeting
- Internal assessment of the Board
- Monitoring of dialogue with shareholders and proxy advisors
- Methods of operation of the Board
- Review of the Executive Corporate Officer emergency succession process

FINANCE

- Budget
- Group Financial Policy
- Medium-term financial ambitions
- Share buyback program

GROUP PERFORMANCE

- Group performance and activities
- Management of the impact of the Covid-19 pandemic
- Monitoring the new normal
- Monitoring customer satisfaction

AUDIT & RISK

- 2020 Company financial statements
- 2020 consolidated financial statements and 2021 first-half interim consolidated financial statements
- Risk monitoring (including mapping)
- Internal control and Internal audit
- Monitoring of the Group's various ethics and compliance actions

TALENT MANAGEMENT, DIVERSITY AND COMPENSATION

- Monitoring of Group talent management
- Diversity policy for management bodies
- Compensation of Executive Corporate Officers
- Performance share and free share grants
- New employee share ownership plan

**Scope covers all members of the Board (whereas percentage of women on the Board – currently 45% – excludes Directors representing employees and employee shareholders as per French law)

2021 assessment: conclusions and priorities for 2022

The Lead Independent Director's internal assessment of performance in 2021 focused particularly on the composition of the Board of Directors, its activities and the individual contribution of directors. Following this assessment, the Board of Directors set the following priorities for 2022:

- ❶ **Definition and monitoring of strategic objectives:** Continued increased involvement of the Board in the definition and monitoring of strategic priorities and better coordination of work between the Strategy & CSR Committee and the Board in this area.
- ❷ **Composition of the Board of Directors:** Renewal for the period 2022-2026 of the following four objectives for the composition of the Board: (I) international diversification, (II) diversification of profiles and expertise, (III) staggered renewal of terms of office and (IV) maintenance of a measured number of directors enabling coherence and collective decision-making. In particular:
 - search for profiles primarily satisfying the international and expertise diversification objectives,
 - scheduling of the renewal and replacement of directors, taking into account the staggered renewal of offices, gender balance and independence.
- ❸ **Activities of the Board of Directors:** Continuation of meetings with Group operating managers during Board meetings or training sessions. ✕

Ongoing training for Directors

The Board organized a range of specific training sessions throughout the year to help directors increase their knowledge of the Group (through presentations of its ecosystem, challenges, businesses, offerings and some of its regions) and its competitive environment, as well as recent market disruption trends and technological developments. In 2021, these sessions notably focused on artificial intelligence and the Group's portfolio of sustainable development offerings. The Board members also meet regularly with the members of the Group Executive Board during Board and Committee meetings. Each year a Board meeting dedicated to strategy is held in the form of a seminar and invites key managers of the Group to contribute to Board discussions. ✕

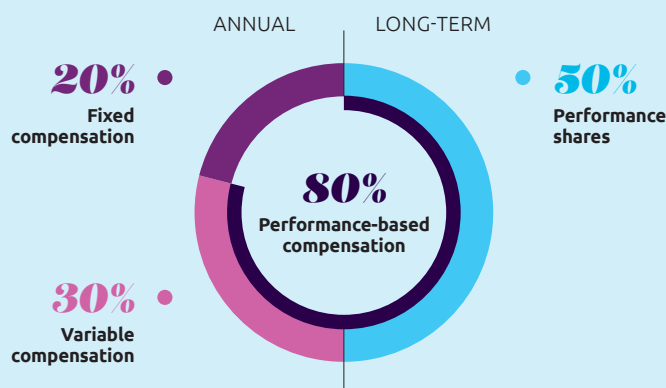
2021 Shareholders' Meeting

Though the 2021 Shareholders' Meeting was held exceptionally behind closed doors, the Board of Directors made sure this annual meeting would remain an important moment of dialogue between the Group and its shareholders, employing a conversation platform and live stream. ✕

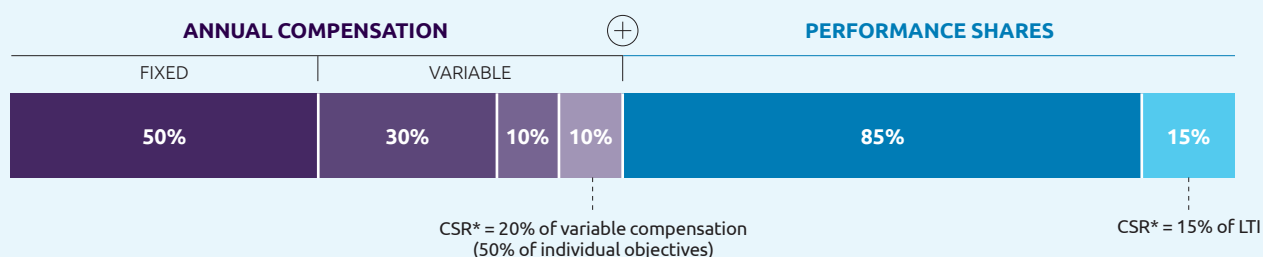
Compensation of Executive Corporate Officers

The compensation policies for the Chairman and Chief Executive Officer were approved by the Board of Directors on March 17, 2022 on the recommendation of the Compensation Committee. The 2022 Chairman of the Board of Directors' compensation policies include: (I) for the first part of 2022, a prorated fixed compensation as Chairman of the Board, and (II) for the second part of 2022, a pro-rated compensation as Director and the continuation of the supplementary collective defined benefit pension plan. The compensation policy for the Chief Executive Officer is summarized on the next page. ✕

2022 annual compensation target structure of the Chief Executive Officer



Weight of CSR indicators



Criteria for annual variable compensation in 2021

The indicators selected to determine the variable compensation are divided between:

- ❶ **financial objectives**, representing 60% of annual variable compensation and based on attainment of: **01.** Group revenues objectives **02.** Group operating margin target rate **03.** Net profit before taxes target and **04.** Group organic free cash flow target;
- ❷ **quantitative individual performance objectives**, representing up to 20% of annual variable compensation, tied to the roll-out of the CSR strategy (diversity and carbon footprint);
- ❸ **qualitative individual performance objectives**, representing up to 20% of annual variable compensation, divided between **01.** Talent attractiveness **02.** strategic partnering with clients, and **03.** Strategic roadmap implementation.

In compliance with the Say on Pay rules, the compensation policy and the compensation of Executive Corporate Officers paid during the fiscal year or granted in respect of the fiscal year then ended must be presented to the Shareholders' Meeting for an annual vote. ✕



Aiman Ezzat*
Chief Executive Officer



Fernando Alvarez*
Strategy & Corporate Development



Jim Bailey*
Americas



Jean-Philippe Bol*
Operations Transformation & Industrialization



Anirban Bose*
Financial Services



Carole Ferrand*
Chief Financial Officer

EXECUTIVE COMMITTEE



Cyril Garcia*
Capgemini Invent



Franck Greverie*
Strategic offers



Anne Lebel*
Human Resources



William Rozé*
Capgemini Engineering



Michael Schulte*
Northern Europe



Olivier Sérillia*
Chief Operating Officer



Jérôme Siméon*
Southern Europe



Nive Bhagat
Cloud Infrastructure Services



Pascal Brier
Innovation



André Cichowlas
Delivery



Jean Coumaros
Transformation



Hubert Giraud
Altran Integration



Arma Jayanthi
Latin America and Canada



Zhiwei Jiang
Insights & Data



Olivier Lepick
General Secretary

As of March 31, 2022, the Group Executive Committee comprises 29 members, including the 13 members of the Group Executive Board indicated by [an asterisk](#). In charge of ensuring the collective management of the Group's operations, the Executive Committee helps define Capgemini's principle directions. It sets major strategic priorities and the associated action plans. It ensures that these plans are effectively implemented at the operational level. Four specialized committees assist Group Management: the Commitments Committee, the Mergers and Acquisitions Committee, the Investment Committee and the Risk Committee. —



Shobha Meera
Corporate Social Responsibility



Maria Pernas
General Counsel



Oliver Pfeil
Business Services



Olaf Pietschner
Asia Pacific



Virginie Régis
Marketing & Communications



Rosemary Stark
Strategic Accounts



Jeroen Versteeg
Sales



Ashwin Yardi
India

Trends



SOCIETY

› Expectation of companies to address sustainability and inclusion-related challenges, importance of health and well-being in public policy, acceleration of digitization, influence of ethics and values

WORK

› Imbalance in supply and demand of talent, rapid evolution of required skillsets, increased expectations of personalized employee experience and consideration of work-life balance, rise of gig economy

TECHNOLOGY

› Data & artificial intelligence, cloud and edge, cybersecurity, 5G+ and connectivity, softwarization, autonomization, automation, immersive experience in metaverse economy, blockchain and NFT

ECONOMY

› Impact of the pandemic on growth, shifts in geostrategic balance, changes in interest rates, disrupted business models, data sovereignty, popularization of cryptocurrencies, importance of cloud service providers (hyperscalers)

ENVIRONMENT

› Circular economy, climate change, preservation of resources and biodiversity, increase in climate pledges by firms and governments, technology as a challenge and a problem-solver

Business Model

OUR VALUE CREATION

As a responsible company, we leverage technology to serve our clients and society, working for useful, accessible and sustainable innovation. This sits at the very heart of our purpose: "Unleashing human energy through technology for an inclusive and sustainable future."

Our resources

HUMAN

- 325,000 talented employees in more than 50 countries
- An average age of 34 within the Group
- A broad diversity of profiles and expertise

INDUSTRIAL

- Recognized industrial and technological know-how
- Management of complex projects
- 12 data centers
- 15 Security Operations Centers
- Nearly 50 delivery centers

INTELLECTUAL

- Continuous investment in R&D
- The multi-award-winning Capgemini Research Institute
- Strategic partnerships with technology and business leaders
- Alliances with universities, schools, startups and recognized experts
- Capgemini's recognized international brand value

FINANCIAL

- A strong balance sheet, with a net equity of €8.5bn
- €1,873m free cash flow generation

Our drivers

PASSIONATE AND COMMITTED TALENTS

- Seven core values
- A continuous entrepreneurial spirit
- Ethical conduct at all times

MOTIVATING DEVELOPMENT PATHS

- The recruitment of the best talents
- An inclusive work environment
- A customized employee experience and a continuous upskilling
- The development of tomorrow's skills

A GLOBAL ECOSYSTEM OF RESEARCH AND INNOVATION

- A single office to orchestrate the Group's innovation efforts
- A global technology and innovation network, including 21 Applied Innovation Exchanges (AIE) to co-innovate with our clients

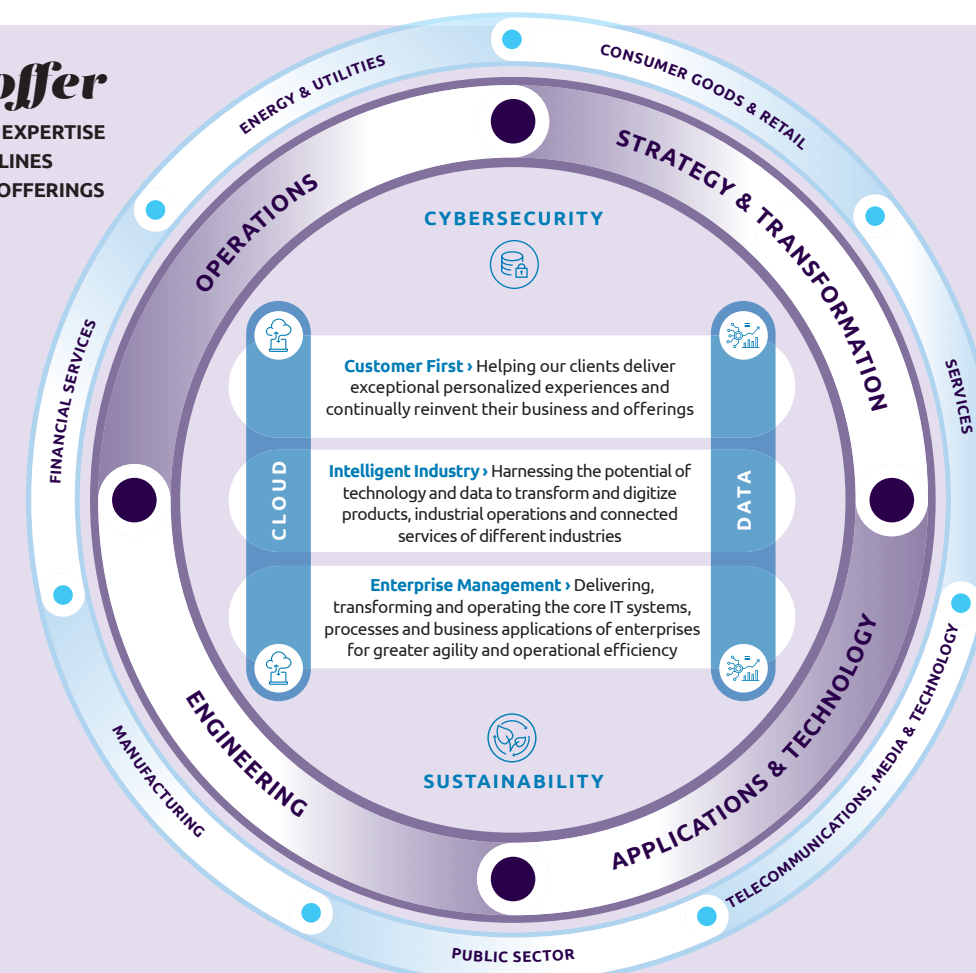
- 90+ Research Labs, 3 5G Labs, 1 Quantum Lab
- ~150 Centers of Excellence
- 39 creative studios
- 23 studies published by the Capgemini Research Institute in 2021
- €369m cash invested in digital and innovation acquisitions

AN AGILE ORGANIZATION

- Global delivery model
- Proven expertise in the allocation of talents and skillsets
- Global Quality Management System
- A hub of 169,000 employees in India
- 79% of employees are working within a flexible work policy.
- Global Cybersecurity Governance and Management System

Our offer

- INDUSTRY EXPERTISE
- BUSINESS LINES
- PRIORITY OFFERINGS



For sustainable growth

€18,160m revenue

CLIENTS

- 4.2/5: client satisfaction level on contracts
- A target of 10 million tons of CO₂ saved by 2030 by our clients thanks to our solutions

TALENTS

- €12,192m paid in gross wages and salaries, payroll taxes and benefit
- 35.8% of women in our teams
- 22.4%* of women in executive leadership positions

- 12.7m hours of training
- 8/10: employee engagement score, as measured in monthly internal surveys

BUSINESS AND TECHNOLOGY PARTNERS

- €2,718m in purchase of goods and services with our suppliers
- The majority of our sales are made alongside our partners

SOCIETY AND PUBLIC AUTHORITIES

- €526m income tax expense
- 694 social impact projects
- Net zero business well ahead of 2050
- Contribution to Sustainable Development Goals adopted by the United Nations

SHAREHOLDERS AND INVESTORS

- An earning per share of €6.87 (up 20% on 2020)
- €529m returned to shareholders (€329m dividend, €200m share buyback)
- 12.9% operating margin

* This figure has been revised from the one presented on page 19 of the 2021 Universal Registration Document published on March 28, 2022.

Financial performance

2021 KEY FIGURES

“Capgemini achieved a remarkable performance in 2021, exceeding its objectives. This marks a successful first step in achieving our 2025 ambition.”

Carole Ferrand

Chief Financial Officer

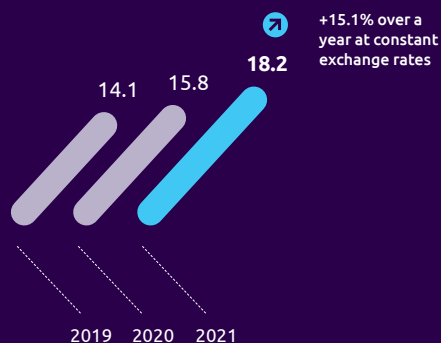


In a context of strong global economic recovery, the past year highlighted the acceleration in the digital transformation of large corporations and organizations.

The Group is reaping the benefits of its investment in innovative offerings and its positioning as a strategic partner for its clients. This performance is also supported by the successful integration of Altran, which has strengthened Capgemini's global leadership in the field of Intelligent Industry

and unleashed business and operational synergies for the Group earlier than initially planned.

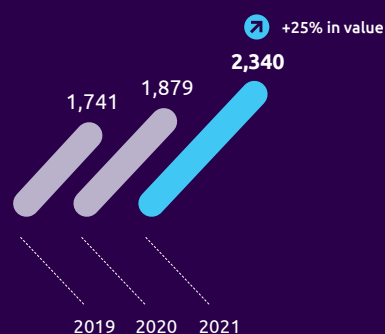
Our revenues for the full year grew by 15.1% at constant exchange rates. The operating margin grew by 25% to €2,340 million, representing 12.9% of the revenues, an increase of one percentage point as compared to 2020. The organic free cash flow generation rose to €1,873 million, largely exceeding the €1,700 million target set for 2021. ✕



Revenues

in billions of euros

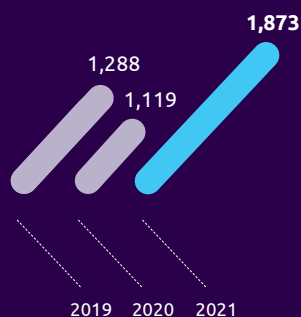
Capgemini reported revenues of €18,160 million in 2021, up 14.6% when compared to published figures in 2020. Constant currency growth was up 15.1%, slightly above the raised target range of +14.5% to +15.0%. Acquisitions had a net impact on growth of 4.9 points, mainly due to the consolidation of Altran from April 1, 2020. Organic growth is therefore +10.2%. —



Operating margin*

in millions of euros

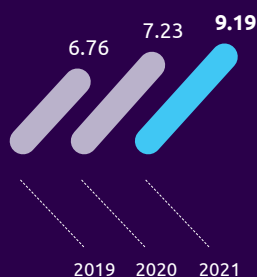
The operating margin* grew by 25% to €2,340 million. At 12.9% of revenues, the margin rate is significantly above the minimum targeted rate of 12.7% raised in October 2021. This is one (1.0) point higher than in 2020. This significant increase in the operating margin rate is underpinned by an improvement in the gross margin, supplemented by lower operating expenses driven by the Altran cost synergies, and certain cost avoidance in context of the pandemic. —



Organic free cash flow

in millions of euros

Organic free cash flow generation totaled €1,873 million, up €754 million on 2020, largely exceeding the €1,700 million target for 2021 as raised twice during the year. —



Normalized earnings per share

in euros

Normalized earnings per share is €8.97. Normalized earnings per share adjusted for the transitional tax expense is €9.19, up by 27% year-on-year. —

* The operating margin, one of the principal indicators of Group performance, corresponds to the difference between revenues and operating costs. It is calculated before the "other products and operating costs".



Distribution of revenues

BY REGION

- 31% Rest of Europe
- 29% North America
- 21% France
- 11% United Kingdom and Ireland
- 8% Asia-Pacific and Latin America



Distribution of revenues

BY SECTOR

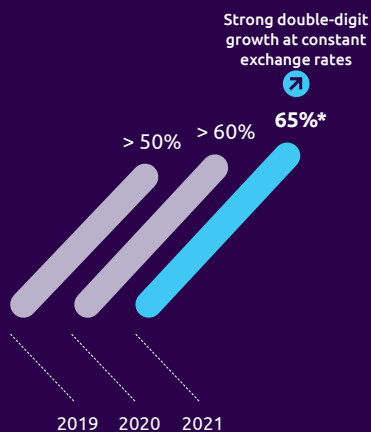
- 25% Industry
- 22% Financial Services
- 14% Public Sector
- 13% Consumer Goods & Commerce
- 13% Telecommunications, Media and Technology
- 8% Energy and Utilities
- 5% Services



Distribution of revenues

BY DOMAIN

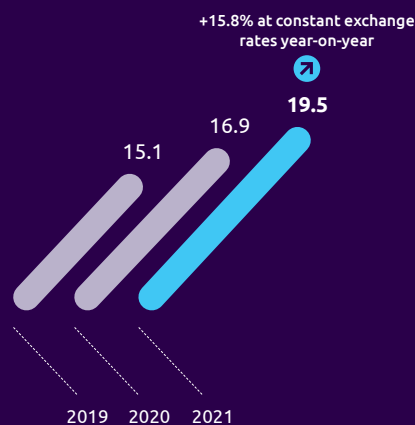
- 62% Applications & Technology
- 31% Operations & Engineering
- 7% Strategy & Transformation



Activities linked to digital and cloud

in percentage of revenues

Digital and cloud services – which account for around 65%* of Capgemini's activity – accelerated steadily throughout the year, reporting strong double-digit growth at constant exchange rates, reflecting the priority given by Group clients to critical digital transformation projects. —



Bookings

in billions of euros

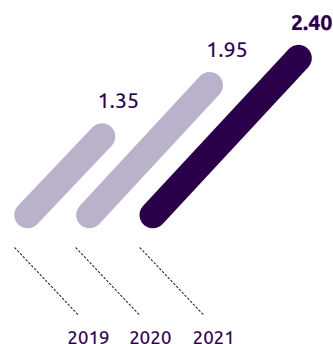
The orders registered in 2021 amounted to €19,462 million, an increase of 15.8% at constant exchange rates. —



Shareholding structure

end December 2021 (based on a shareholder survey)

- **67.5%** International institutional investors
- **17.5%** French institutional investors
- **8.6%** Employees and Board members
- **6.2%** Individual shareholders
- **0.2%** Owned shares



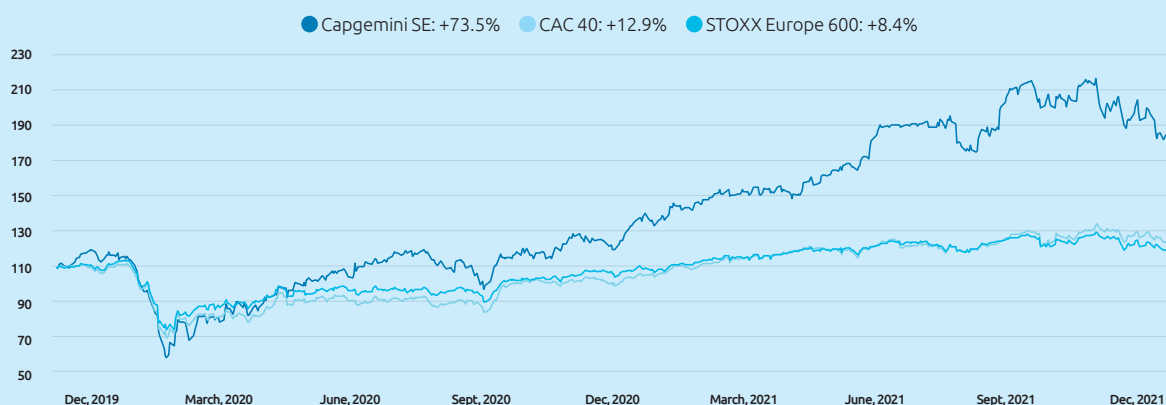
Dividend per share

in euros

The Group has an established policy for the distribution of dividends which allows us to guarantee a balance between the necessary investments for our development and the distribution of profits towards shareholders. Over the 2021 financial year, Capgemini allocated €329 million in dividends (corresponding to €1.95 per share) and allotted €519 million to fund share buybacks. The eighth employee share ownership plan, set-up in the second half of the year, led to a gross capital increase of €589 million.

Capgemini share price

in euros, compared to the CAC 40 and STOXX Europe 600 indices, from December 31, 2019, to February 28, 2022



Shareholder information

To be informed regarding the Group, shareholders have **N° Vert 0800 20 30 40** at their disposition, as well as a dedicated website: <https://investors.capgemini.com>. They may also contact the Investor Relations office via the email address actionnaires@capgemini.com. In addition, following the Shareholders' Meeting each year, an information letter is addressed to registered shareholders and is uploaded onto the website. Shareholder meetings are also organized regularly.

Capgemini is a responsible leader, determined to have a positive impact on all stakeholders within its ecosystem. As a Group we believe that digital transformation should benefit all of humanity and we intend to be a benchmark in terms of our contribution to society, for our own activities, and for those of our clients. —

Extra-financial performance

ESG INDICATORS

There has never been a better time to mobilize technology and unleash the human capability to address environmental, social, and governance (ESG) challenges. We are working with clients, partners, and communities to leverage our leadership and our operations, to speed up a bold transition to sustainability, and find solutions to societal challenges.

We aim to be the cornerstone of our ecosystem for lasting positive ESG impact. Leveraging the spirit and

energy of Capgemini teams, and using our operational excellence, innovative assets, and added-value partnerships, we continually increase our ESG performance and develop solutions and services to substantially improve the environmental performance of our clients.

OUR PRIORITIES FOR POSITIVE FUTURES

We focus on eight material ESG priorities that have significant impacts on Capgemini's business model and value drivers, as well as for our stakeholders. We have defined 11 objectives that will ensure that we deliver on our priorities. ✕

LEARN MORE

About our ESG policy
investors.capgemini.com/en/esg-policy/



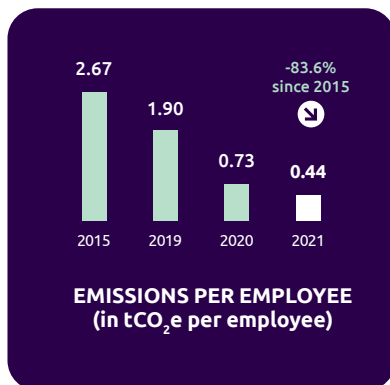


E.

ENVIRONMENT

ACCELERATING THE TRANSITION TO NET ZERO

Capgemini has a longstanding commitment to environmental sustainability, with a strategy that focuses on managing and reducing our own environmental impacts, whilst deploying our expertise in technology, engineering, and business transformation to help clients address their own sustainability challenges. Our efforts and performance have been rewarded with a position on CDP's A list of cities and companies leading environmental performance, and the award of Platinum status from sustainability ratings provider EcoVadis. Having achieved our initial target to reduce carbon emissions by 30% per employee, we increased our ambition and are now committed to achieving carbon neutrality across our operations by 2025 and becoming a net zero business well before 2050.—



Become a net zero business

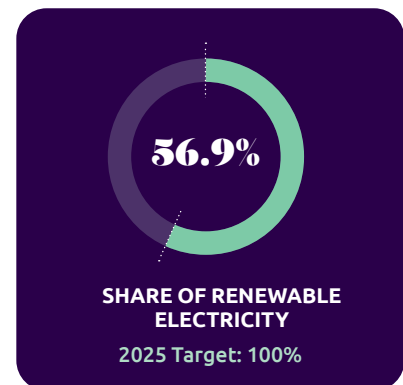
Well ahead of 2050

To reach our new 10-year net zero ambition, we will continue to accelerate our carbon reduction program across the biggest operational impact areas. Our net zero program: A) Act on climate change by being carbon neutral by 2025 and becoming a net zero business; B) Lead the low carbon economic transition by helping our clients achieve their environmental commitments.—



Reduce business travel emissions

We are determined to leverage what we learned from the Covid-19 pandemic to create a new and more sustainable delivery model for the future. The Group Travel Policy has been updated to reflect our sustainability ambitions and we will continue to enable people to make lower carbon choices when they travel.—



Transition to 100% renewable electricity

By 2025

The transition to renewable electricity is one of our focus areas and to underline this commitment to achieve 100% renewable electricity by 2025, we became a member of the global corporate renewable energy initiative RE100.—

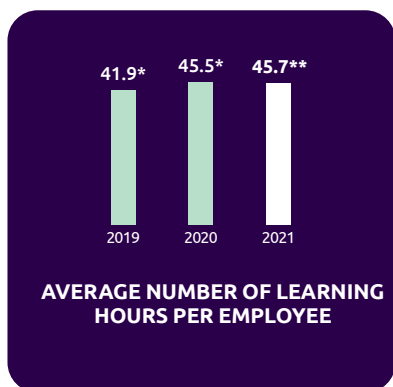


S.

SOCIAL

PROTECTION & RESPECT FOR ALL

Capgemini's purpose acts as a compass guiding our employees to be inspired and engaged in pursuing the common goal of making an impact in the world. We strive to be a responsible employer by investing in our talent through a unique experience developing tomorrow's skills, and by enhancing a diverse, inclusive and hybrid work environment. We are also committed to building stronger communities by supporting digital inclusion. —



Increase average learning hours per employee by 5% every year

At Capgemini, careers and skills are at the core of business, hence making sure that the right person with the right skill is in the right job at the right moment. Turning potential into value sits at the center of our learning and development efforts. —



40% of our workforce will be women

By 2025

We aim to ensure that female employees fully take part in both corporate life and decision-making processes at all levels, as equals of their male counterparts. —



5 million beneficiaries through our digital inclusion programs

By 2030

We believe technology should open doors to the future for all. Digital inclusion and equipping everyone with the skills they need for a digital world is also an opportunity for our industry – we need skilled talent, and we all have a responsibility to make careers in technology possible for everyone. —



G.

GOVERNANCE

LEADING WITH TRUST & TRANSPARENCY

L leading with trust and transparency relies on a diverse and accountable corporate governance, informed by active engagement with shareholders which encourages accountability and transparency, and promotes good decision-making for long-term value creation for its shareholders and all stakeholders. All this means remaining true to the principles that have governed us from the start. —

Top quartile

POSITIONING OF THE GROUP IN THE ESG MSCI* RANKING

Maintain best-in-class corporate governance

Our ambition is to “maintain best in class corporate governance” and this objective is to be measured each year using MSCI’s ESG rating of Capgemini SE on corporate governance. In addition, to sustain our priority to foster a diverse and accountable governance, our objective is to ensure women represent 30% of the Group’s Executive leadership positions in 2025. —

85%

SHARE OF WORKFORCE WITH AN ETHICS SCORE BETWEEN 7 AND 10

Maintain ethics score between 7 and 10 for 80%+ of the workforce

We define our ethical culture as an aspiration, to guide the behavior of all our team members across the world. This means adopting an approach that starts with questioning our own actions and decisions, enquiring, and defining what “doing the right thing” means in our business. —

52%

SHARE OF NEW SUPPLIERS COMMITTED TO OUR ESG STANDARDS**

Suppliers covering 80% of purchase amount committed to ESG standards

By 2030

Our supply chain serves our clients and ensures our internal operations are conducted properly. We strive to guarantee an alignment with our ethical standards and the expectations of our clients. —

* Compared to peers

** Percentage of new suppliers above 50K euros spend committed to the ESG Standards enforced by Supplier Standards of Conduct commitments

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Discover our key contacts across the globe.

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To find out more, check out our website les-fontaines.com

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Ludovilk Myers was born, in a forest in department 93, the dark zone of the suburbs of Paris, France, where he continues to live and work. He discovered video games when he was seven, black metal and horror movies when he was 10, and began developing camera film in the lab at age 11, before moving to Magic cards and Warhammer when 12, and shifting to graffiti in 1998.

“My works are realized thanks to a skillful mixing of colors, until tints that are pleasant to my eyes are obtained. They stem from the imagination of an underground geek culture.”

After 15 years as a freelance art director and graphic designer in the world of luxury and fashion, Ludovilk Myers started painting in 2015, quickly gaining recognition as an independent creative and precursor artist in Paris. Inspired to a great extent by eclectic and avant-garde art movements, he projects the action aspect and rigor of his corporate and outdoor backgrounds into his gallery work, still using spray techniques and brushes for his abstract, shaped, and distorted representations.

He skillfully combines strange abstract elements in living contemporary works and those that fall in the spectrum of art history. His intense dynamic color palette and abstract gestures express ideas beyond explanation that cannot be captured in words. He is continuously experimenting with techniques and materials to create an individual, nuanced and contemporary visual language in a life built of extensive and fast flowing images.

Ludovilk Myers's playful art scattered with funny shapes and colors is only a helping hand to sink into the depths of darkness of an organic and oppressive fantasy world. ✕

COVER	PAGE 3	PAGE 19	PAGE 31	PAGE 43	PAGE 51	PAGE 69	PAGE 92
Gradient Flowers Acrylic, felt, oil, glitter on canvas 116 x 89 cm, 2020	Abstract 03 Acrylic, spray and glitter on canvas 73 x 54 cm, 2020	Watermelons 04 Acrylic on canvas 100 x 73 cm, 2020	Diplopot 08 Acrylic and spray on canvas 73 x 54 cm, 2019	Morceaux Choisis 06 Acrylic and collage on paper 42 x 29.7 cm, 2020	L'été indien 05 Acrylic and glitter on canvas 162 x 114 cm, 2021	Paternelons 02 Acrylic and glitter on canvas 130 x 89 cm, 2021	Ludovilk Myers 2020 Studio Montreuil, France

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reports.capgemini.com/2021



THE INTEGRATED ANNUAL REPORT

Presents the key events of the past year. It describes how Capgemini's talent, innovation, sustainable actions, strategy and governance create long-term financial and extra-financial value.



THE UNIVERSAL REGISTRATION DOCUMENT

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



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Our website
capgemini.com

Investors section
investors.capgemini.com

Careers section
capgemini.com/careers

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capgemini.com/news

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Printed in France by Dejalink, 93240 Stains
April 2022

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