



3 Talents



Freddo Sacaro, Smoking room

125,000 talents—a combination of skills, diversity and responsibility

A services company, Capgemini draws on the knowledge, experience and commitment of more than 125,000 men and women of 120 different nationalities with a wide range of training and career backgrounds, based in more than 40 countries. As an international Group, great importance is placed on attracting and developing all these talents. Respect for diversity and attention to successful integration have always formed part of its culture. It is a Group committed to social responsibility through initiatives that match its founding values.

If the Group's clients see it as a global player in the IT services sector, it is because they know they can benefit from its resources and skills, wherever they are based. In fact, thanks to its Rightshore® global production model, Capgemini brings together the top talents from around the world to deliver the best solutions to its clients. The Group's teams' "Niaque" (a French term meaning fighting spirit), their sense of creativity, initiative and competitiveness, all put to the service of clients, was what helped it to win many contracts—large and small—in 2012.

Best practice in India

The Indian human resources team for Business Process Outsourcing (BPO) was chosen from more than 500 nominations as having the "Most Mature Workplace Practices" at the 2012 India Human Capital Summit. The Summit recognizes the best HR management practices that make a contribution to companies' success. The prize acknowledges companies that introduce high-quality working methods to better serve their clients.

The right talent, in the right place...

...and at the right time. For Aymar de Lencquesaing, Group Resources Director, "the Group's ambition is to play in our industry's Champions League, with the best onshore and offshore talents supporting our targets for growth and profit." With global manpower of over 125,000, the Group took an important step in 2012. India, the first country in terms of manpower, plays a key role in the Group's global delivery network. Another 10,000 recruits were added in 2012, bringing the total of team members in India to 40,000. Poland is another major Rightshore® strength, and our Polish teams crossed the 5,000 team-member threshold in 2012, making the country the seventh largest in the Group.

The Group also demonstrated its ability to recruit and develop young graduates (40% of recruits in 2012 with less than two years' experience). We face a key challenge in ensuring that we have the right talents with the right skill-set for our clients' needs. This is why all new employees benefit from special training to help them to rapidly integrate into the Group.

Furthermore, so that Rightshore® can play a greater role in end-to-end delivery and sales support, the Indian teams are progressively being strengthened by more senior talents, creating new career opportunities for our Indian team members.





The art of attracting and integrating Generation Y

To attract young recruits, we have adapted our recruitment methods to the needs of Generation Y, avid users of Facebook, LinkedIn, Twitter and YouTube. A range of digital tools are provided to help new recruits successfully integrate—for example, the internal social network site Yammer, the communication tool GIMS, the MyLearning training catalog, the Talent intranet, and the knowledge management tool KM2.0. As a measure of how swiftly we have been able to integrate and develop these young talents, today we already have the first Generation Y managers supervising their new hires. And we go on: in 2012 we developed career and competency frameworks which will give more visibility to their talents and help them to progress and develop within the Group.



Indian Super Techies Show—Cappgemini on primetime TV



The Cappgemini Super Techies Show, in partnership with a major media group (ET NOW)—a first-of-its-kind reality TV show for IT professionals—was broadcast on Indian primetime TV over eight weeks last summer. The aim of the show was to boost recruitment in India and reinforce awareness of the Cappgemini brand. The show featured real-life business challenges addressed by 21 teams, each made up of two young IT professionals.

The theme for the final episode was “How technology can make learning more effective for the underprivileged.” The winners were Bhushan Pradham and Rajineesh Mittal, both of whom work for the same Indian telecom operator. For Aruna Jayanthi, Director of Cappgemini India: *“India has a rich technology community which is constantly coming up with ideas, innovating and delivering technology solutions. Cappgemini’s Super Techies Show was a platform for bringing together these ideas and stimulating innovations in response to the demands of clients. It was also an opportunity to recognize the contribution of this community which has helped India to become a global IT superpower.”*

Speak directly to Cappgemini’s experts at cappgemini.com

The Expert Connect digital platform features more than 100 experts from around the world covering all the Group’s expertise, sectors, technologies, solutions and service lines. The experts, who are all directly accessible, also share their experiences via their blogs. Expert Connect has already generated more than 75,000 conversations, and the experts have posted many videos. Expert Connect was named the winner of the professional services category at the 2012 Marketing Excellence Award ceremony organized by the UK’s Chartered Institute of Marketing. This initiative is a good example of Cappgemini’s determination to open new communication channels with its target audience, drawing on the latest interpersonal digital technologies.

Expert Connect

AMY MAYER, APPLICATION SERVICES ONE, UNITED STATES

“Expert in Oracle Analytics and Big Data, I work with our clients on their strategies for implementing Oracle analytics and big data strategies, enabling them to derive greater value from their most important asset—their people.”

Expert Connect Profile:

<http://www.cappgemini.com/experts/oracle-analytics-and-big-data-strategy/amy-mayer>



Long-term investment in training and professional development

In a business climate that is becoming ever more competitive and globalized, career management at all levels has never been more vital. That is why Cappgemini is increasing its investments in training.

Almost 110,000 team members took part in training in 2012, 8% more than during the previous year, making up a total of 4.25 million training hours. The number of online training programs grew by 93% over the year, to a total of 1.41 million hours. Team members are increasingly enthusiastic about this type of training, which now represents 33% of all Cappgemini training hours. Performance evaluation is also one of our top priorities. In response to clients’ needs, we adapt our appraisal, development and promotion methods. Great care is taken in promoting our senior talents.

Setting out rigorous criteria, in which motivation plays a large part, we promoted almost 100 team members to the

4.25

million training hours

1.41

million online program hours

rank of associate director, or vice-president in common international parlance. This move brought the number of Group vice-presidents in 2012 to 1,300.

In a world where technologies are evolving almost on a daily basis, it is a major challenge to have the right people with the right skills in the

right place. This is why we launched a program in 2012 to open up dialog between manager and employee as a way of evaluating current skills and discussing how these might be developed for future needs. The program is already up and running in some of our business units, and will be implemented across the entire Group in 2013.

A University for all team members

In 2012, Cappgemini University provided training—on site or at a distance—to some 101,000 team members (81% of total manpower). This involved more than two million learning hours, 48% of the total training provided by the Group. All team members, wherever they are based, can access the University’s programs. The international aspect of the training was reinforced in 2012. A common integration program was designed for use in India, France, the United Kingdom and North America. The program was rolled out during the second half of the year, and 300 team members have already taken part. The aim is to ensure that recruits are quickly brought up to speed on the Group’s portfolio of offers, the importance of the Rightshore® model and also on the client-oriented spirit of this multicultural company. In 2012, Cappgemini



won three Learning Excellence Awards from the Brandon Hall Group (a specialist training consultancy), including a silver award for the University in “Best Use of Mobile Learning.” The University’s Director, Steven Smith, said: *“We are proud to receive these awards*

which recognize our global know-how in training and development. They are testament to Cappgemini University’s high standards, best practices and innovative learning methods within the industry.”





David Cintract in his studio

“Champions League Orientation”

Its vice-presidents are the Group’s main managerial force. Every newly appointed vice-president, whether recruited externally or by internal promotion, joins the Champions League Orientation program at our University in Les Fontaines, near Paris.

All participants work in teams on the challenges linked to our ambition to play and win in the Champions League. They are supported by experts from disciplines as diverse as social media, big data and cloud, and professionals from the theater and advertising. The Champions League Orientation program was a finalist in the 2012 Peer Awards for Excellence sponsored by *The Independent* newspaper in the UK.

Connect & Drive: networking and developing high potential

Connect & Drive is a leadership program for high-potential managers in Application Services Two, the unit that draws together team members who provide IT systems integration in continental Europe. Participants work in multidisciplinary teams during the year-long program. The program’s aim is to help participants understand how to become a leader in Capgemini, equip them to work in complex environments, open their minds to new ideas that will help them to serve their clients and to make a contribution to innovation across the Group. Each team takes on a real business issue, whose resolution demands a strong dose of creativity. The proposed solutions are presented to the Application Services Two leadership, and the winning proposal is selected for execution.

What the participants said about Connect & Drive

“It was a great chance to improve my leadership capabilities.”

“I got real exposure to working in an international context.”

“It was great to get the opportunity to exchange with top management.”

Building bridges with the education system

Capgemini UK is providing strong support to the UK government’s initiatives to get more young people into work and to bridge the gap between education and employment. Over 170 IT apprentices were hired in 2012 and a similar number is planned for 2013. Two types of apprenticeship are on offer: a 12-month advanced apprenticeship program aimed at those aged 16-plus with a good intermediate school certificate; and a five-year higher apprenticeship program for those aged 18-plus with good A-levels. The two programs offer options to gain a diploma accredited by Capgemini, with day release for college attendance.





Testimonials from two new vice-presidents



CHITRA VISWANATHAN worked as a programmer for an Indian IT company at the start of her career, and then rose to management level. Since joining Capgemini in 2011, she has focused on three improvement areas: onshore-offshore collaboration, project management, and resource and quality management—*“the right person, in the right job.”*

“For me,” Chitra says, *“Capgemini is a company with an exceptional scope, able to respond to the diversified needs of the global market. The constant search for best practices, emphasis on the development of team members, its rich partner ecosystem—all of this gives us a highly stimulating working environment, imbued with a sense of enterprise, freedom and creativity. I have also had the opportunity to work with great professionals, who have given me the benefit of their knowledge, as well as guiding me and giving me career opportunities. It is a great honor to be promoted to vice-president. I am aware of the responsibilities, and am grateful to Capgemini for recognizing my contribution by welcoming me into this community.”*

ARJAN MEIJER began his career with Sogeti Netherlands in 1996, working on quality management. Two years later, following a management development program, he moved to the sales division. There, he held various roles, from new business development to sales manager for several major accounts in the Netherlands. In 2012, he became manager of the Business Technology division. Just six months later, he was promoted director of division with Sogeti Netherlands.



As Arjan explains: *“Every day our 400 team members—analysts, architects, project and service managers—provide our clients with Sogeti’s technology solutions, helping them to achieve their business goals. What motivates me? Working as part of a team to win, securing deals, seeing my team members grow and gain confidence and, last but not least, making Sogeti a great place in which to work.”*

Learning with clients

During 2012, the University organized three Business Priority Weeks to develop team members’ skills in partnership with clients such as Coca-Cola, Warner Bros and Syngenta. These occasions brought together more than 1,000 team members. The week focusing on the theme “How to win the value battle with our clients through cloud, big data and mobility” attracted 320 participants.

During this week, BPO’s client Syngenta—a global biodiversity group—presented a real business challenge: “How can Syngenta use new business models and platforms to enable growth?” In co-creation sessions, team members were invited to come up with solutions.

“We greatly appreciated this stimulating and rewarding experience,” concluded Carol Murphy, BPO’s Contracts Director for the Syngenta account: *“The co-creation sessions*

worked well, generating new ideas and identifying new opportunities for us to achieve our growth targets. The sessions also enabled us to come up with a valuable solution for the client to take away. I can’t think of a better way to demonstrate all that Capgemini can provide to a client.”

Finally, in January 2013, Capgemini Consulting organized a Virtual Winter Week. The web-based event attracted 720 visitors from 16 countries and included a Virtual Campus Networking Forum Bar. Capgemini Consulting explained how the Group’s subsidiary is helping clients from different sectors, such as Air France-KLM, BNP Paribas, Siemens AG, Volvo and Warner Bros, to achieve their digital transformation.

“HOW TO WIN THE VALUE BATTLE WITH OUR CLIENTS THROUGH CLOUD, BIG DATA AND MOBILITY”

A socially responsible group

Being socially responsible in its day-to-day business is not always easy for a global group. In dialog, respect for the environment, ethics, training, for example, action speaks louder than words. Capgemini sees it as its duty, of course, to rise to these challenges in whichever country it operates. In 2012, the Group strengthened its ethics and compliance policies and launched new initiatives in the area of social responsibility.

Ethics—a constant concern

In line with its founding principles, the Group’s business practices have been permeated by a commitment to ethical behavior. Precise standards were set out in the Code of Business Ethics (2010), the Anti-Corruption Policy (2011) and Competition Laws Policy (2012).

Hervé Canneva, the Group’s Chief Ethics & Compliance Officer, explains: *“Since 2010, we have globally rolled out what we call the ‘three ethics pillars’ of the ethics and compliance program—the code, and the anti-corruption and competition policies. There is still work to do and we must pay special attention to strengthen our culture of responsibility by making sure that every one of us always puts ethics first.”*

- The Group’s 7 core values
- honesty
 - boldness
 - trust
 - freedom
 - team spirit
 - modesty
 - fun

Social responsibility at the heart of our reputation and attractiveness

Promoting equal opportunity by providing access to education and employment, encouraging diversity, and working to reduce our carbon footprint are among the Group’s major concerns. They also stand for attractiveness, reputation, people reaching their full potential, winning the loyalty of all team members and all those who share our values.

New agreement to integrate workers with disabilities in France

Since 1995, Capgemini in France has taken steps to integrate people with disabilities. On October 31, 2012, a new agreement was signed with the employee representatives to increase employment levels through the introduction of apprenticeship schemes. The Group also supports a number of initiatives that are helping to end stereotypes about disability.

The Merlin center in the UK—another energy efficiency award

The UK’s data processing center, Merlin, at the cutting edge of technology on its launch in 2010, has received international recognition as the most energy-efficient data processing center in the world. Since 2012, Merlin has operated according to the European Union’s good practice regulations.





Long-standing support to the Naandi Foundation in India



For many years, Capgemini and its team members have supported the Naandi Foundation's Nandi Kali program to provide vulnerable Indian girls with an education.

In 2012, the Group's Norwegian teams helped to open ten new libraries in Mumbai. Team members from Capgemini Germany set up an Internet site www.naandi.de to publicize the Foundation's work and to encourage support for the project from outside the Group.

Social dialogue—listening makes for better understanding

The Group maintains an ongoing, open and transparent dialog with its employee representatives. The International Works Council (IWC) is the forum for bringing team members' issues and concerns to the attention of management.

To widen the debate, IWC meetings, chaired by the Director of Human Resources, Jeremy Roffe-Vidal, are opened up to representatives from North America, India and Brazil. In 2012, as well as the regular monthly meetings, IWC delegates were invited to a number of seminars on topics ranging from strategy, to career management and working conditions, affecting the life of the Group. As Jeremy Roffe-Vidal explains:

"Chairman and CEO Paul Hermelin always attends these meetings to explain the Group's strategy, as well as to engage in open discussions with employees' representatives."

Capgemini supports young entrepreneurs in the UK

In October 2012, eight young entrepreneurs from disadvantaged backgrounds were invited by Prince Charles's Foundation, the Prince's Trust, and Capgemini's Financial Services Business Unit to a coaching workshop near London. The aim was to help the young people develop their business plans and find solutions to their business challenges. During this event, over 30 team members from Australia, India and North America supported these entrepreneurs, who benefited from a grant from the Prince's Trust.



Over 90-minute sessions, the team members had to work alongside the young entrepreneurs—one of whom gave his overall impressions: *"Capgemini were so accommodating with their support, ideas and advice. I have to admit I felt a bit intimidated when I saw all the suits coming in, but they were a very relaxed group, and I picked up lots more than just the information they spoke about. I can't wait for the next event!"*

Women@Capgemini

This is a new strategic program to establish broad guidelines for encouraging gender diversity across the Group. Women@Capgemini aims to leverage all Capgemini's talents to deliver better results to clients, partners, shareholders and team members. Based on "equal opportunities, equal chances" principles, the program is articulated around four pillars: recruiting, retaining, and developing women, and changing corporate mentalities.

The Group is convinced that the Women@Capgemini program will drive business with its clients and partners, contribute to improving results, create a more inclusive and balanced workplace environment, attract talents, strengthen its ethics DNA and allow women to flourish. Women currently make up 28.1% of the Capgemini workforce, with 34,000 team members out of a total of 125,000 at year-end 2012. In 2012, 31% of recruits were women, thanks to growth in Asia-Pacific, Central and Southern Europe and Latin America.



David Cinctax, *Candy Box Mercury*

Team members are encouraged to reduce their energy consumption

To reduce its carbon footprint, Capgemini has put in place a rigorous system for collecting and reporting environmental data. This provides the essential information needed to identify potential savings in terms of emissions and cost. Deployed in 2012 across most of the countries where the Group is present, it has already led to important savings, especially of energy.