



CIGREF'S
ACTIVITY
REPORT

A decorative graphic on the right side of the page consists of a network of grey dots connected by thin grey lines, forming a complex web-like structure. The year "2020" is displayed in large, bold, sans-serif numerals. The top two "0"s are dark blue, and the bottom two "0"s are orange. The network graphic is partially overlaid by the "2020" text.

2020

2019-2020 edition

Activity report

50 years of Cigref

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| Chairman's Editorial

Fifty years !

Cigref celebrates its first half century this year. Our association was formed in 1970 by six French companies under the impetus of Pierre Lhermitte, its first Chairman.

He had just published a book, "Le Pari informatique", after carrying out a study in the United States on behalf of the Economic and Social Council in 1967 on the consequences of the rapid introduction of computing, within companies, which could serve to automate certain manual or mechanical company management tasks. Pierre Lhermitte had returned from this trip convinced of two things: that large French companies needed to collectively consider the challenges of winning this "digital gamble" (as per the book title), and that they needed to join forces not only to best assess these transformations, but also to discuss them with one omnipresent supplier during that era, a certain IBM.

Since then, Cigref's objective has not wavered, even if the fields of computing usage, and the information technologies themselves, have broadened considerably to encompass all the essential and even the most core functions in a company. And so for fifty years now, Cigref has accompanied its members, large corporations and public administrations in inspiring, synthesizing and disseminating their common ideas about the issues at stake. Cigref has also organised the group dialogue with their main suppliers, whose power and current tendencies to hegemony have seen few equivalents in the

history of the world economy. I have three salient observations to make in this 50th anniversary year.

THREEFOLD CRISIS

The first observation is obviously the unprecedented worldwide circumstances prevailing since early 2020. First of all, a public health crisis, the severity, virulence and magnitude of which have plunged more than half of humanity into a lockdown situation that no-one would ever have imagined could happen. Then there is the economic and social crisis, the medium-term consequences of which have not yet been fully assessed. However, we do already know it will plunge France into a recession this year, wreaking havoc on employment, which will inevitably lead to an increase in job insecurity, poverty and social deprivation. We have all seen how digital technology has been one of the main shock-absorbers of the crisis. Under the circumstances, Cigref's ambition is to enable digital technology to be the main driver of the economic recovery and of the preparation for the future. This is the main thrust of the "Pacte pour le numérique" (Pact for digital agenda) on which our ecosystem has collectively invited governmental bodies to act.

STRATEGIC VIEW

The future, indeed, and the second observation I've made this year concerns the future. Cigref published its first strategic orientation report. This significant forward-looking work, that we have conducted with our partner Futuribles, transforms Cigref's prospective work into a more reactive, more dynamic annual cycle. It is better aligned

with the accelerating pace of the successive digital changes that our members have to face. This strategic orientation report, based on the five transformation fields we have decided upon, sheds light on the outlook for 2025-2030. It has been entitled "The age of reason... what's next?" It is intended to be the main tool used by the Cigref Board of Directors to prepare the Cigref annual agenda Cigref proposes to its members.

SUSTAINABLE, RESPONSIBLE, TRUSTED

In 2019, we were hoping for this period to be the age of reason for digital technology. This brings me to the third observation that I would like to share with you. Cigref's aim of promoting sustainable, responsible and trustworthy digital world has been reinforced, both by the public health, economic and social crises we are experiencing, and by the foresight work for 2025-2030 that we have conducted over recent months. All of our work and all of our analyses converge towards this radical demand for a paradigm shift in the way we have hitherto addressed the development and integration of digital technologies and their uses, both in our workplaces, which falls under our remit as practitioners, and in our private lives as digital citizens. These questions, now crucial to our societies, concern each and every one of us. We are therefore going to continue to develop our work towards the digital technology that we want, the digital technology that our organisations and their employees need, the digital technology that is desirable for the society in which we wish to live, in France and in Europe, and the digital tech that is yet to be invented, so that digital can be organised consistently in a **sustainable, responsible and trustworthy** way.



by

Bernard
DUVERNEUIL

Cigref's Chairman
Chief Information and Digital Officer,
Elior Group

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Cigref,
50th anniversary year



| [About Cigref](#)

| [Cigref key figures](#)

| [Cigref publications](#)

| [Governance and membership](#)

| About Cigref

Cigref, a stakeholder in the digital society

Cigref is a non-profit organisation that represents the largest French corporations and public administrations, and supports its members by organising, facilitating and synthesizing their collective thinking on digital issues.

The network, created in 1970, has for 50 years sought to **develop its members' ability to assimilate and master digital technology**. It acts as a unifying force in digital society, thanks to its high-quality thinking and the representativeness of its membership.

It currently has more than 150 private and public sector members across all economic sectors, **all of which are users of digital services and solutions**. Its governance body is a 15-strong Board of Directors, elected by the Annual General Assembly. Its day-to-day work is carried out by a team of ten permanent members. Bernard Duverneuil has been Cigref Chairman since 2016.



To achieve its mission, to promote economic growth and the competitiveness of its members, Cigref counts on three main activities, which make it unique.



BELONGING

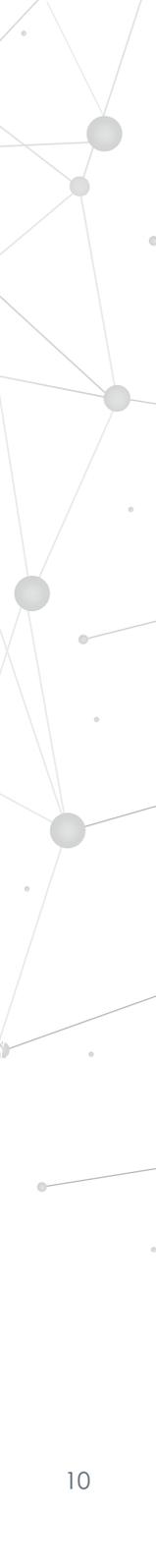
Cigref speaks with one voice on behalf of major French corporations and public administrations on the subject of digital transformation. Its members share their experiences in working groups in order to highlight best practices.

INTELLIGENCE

Cigref takes part in collective dialogue surrounding the economic and social issues raised by information technologies. Founded 50 years ago, it draws its legitimacy from both its history and its understanding of technical topics, giving it a solid foundation in the skills and expertise underpinning digital technology.

INFLUENCE

Cigref ensures that its member organisations' legitimate interests are known and respected. As an independent body in which practitioners and digital actors can discuss and create, it is a reference recognised by its whole ecosystem.



| Cigref key figures

150

Member organisations

1,700 bn

Cumulative revenues
turnover

9 Million

Number of employees

50 bn

Overall IT budget

200,000

Internal employees in IT

Cigref, serving its members

The major French companies and public administrations that are members of Cigref, all users of digital services and solutions, are **representative of the French economy** and its various sectors (banking, insurance, energy, distribution, manufacturing, services, etc.).

From the discussions held in its working groups, circles and clubs, and the sharing of experience between member organisations' executives, Cigref publishes numerous reports every year covering all aspects of digital technology. Cigref's publications are freely available at www.cigref.fr

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Reports published since
the start of the financial
period, in English and
French.



Cigref is regularly called upon by employees seeking dialogue with their counterparts in other companies. Most of these questions, information requests or feedback are sent confidentially, either for Cigref representatives and deputy representatives, or for working group members.

Between January 2019 and July 2020, 92 information request campaigns relating to supplier relationships were circulated in the membership network through Cigref.

In 2020, several requests focused on issues specific to lockdown due to Covid-19: configuration and updating of remote workstations, feedback on video conferencing providers, etc.

In 2020, Cigref is celebrating its 50th anniversary and is heading for the age of reason, for digital technology that is sustainable, responsible and trustworthy.

39
Public
interventions

94
Media
followups

8K
Twitter
followers

4,8K
LinkedIn
followers

109K
Visits to
www.cigref.fr

32K
Publications
downloaded

30
Working groups
clubs, circles

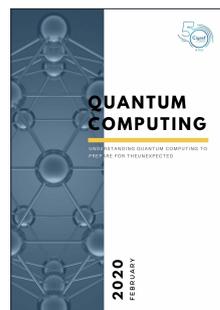
82%
participation
rate in activities

| Cigref publications in 2019/2020

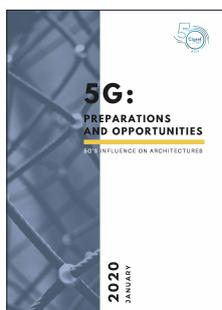
Enjoy **free access** to Cigref's publications, which are the fruit of the **collective intelligence** of its working groups and discussions conducted with the partners in its ecosystem, [on the cigref.fr website](http://www.cigref.fr).



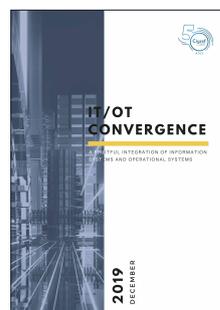
New platform strategies
Strategy, design and deployment



Quantum computing
Understanding quantum computing to prepare for the unexpected



5G: Preparations and opportunities
5G's Influence on architectures



IT-OT convergence
A fruitful integration of information systems and operational systems

Find our publications on the www.cigref.fr website



| Forthcoming Cigref publications

Network : evolution of strategies and architectures

Management of technical debt and IT obsolescence

IT servitization strategy

Post-cloud perspectives and edge computing

Digital sobriety: a responsible corporate approach

Collaborative suites: usage and future

Supporting business in China



English version

Two years ago, Cigref started publishing its reports in English as well.

You can find them on the Cigref website in the section called "[In English](#)".



Follow us on @Cigref_EN

| Cigref's Board



Jean-Michel ANDRÉ
Groupe SEB
Cigref Board Member



Emmanuel GAUDIN
Groupe Lagardère
Cigref Board Member



Corinne DAJON
AG2R LA MONDIALE
VP Cigref



Jean-Christophe LALANNE
AIR France KLM
VP Cigref



Bernard DUVERNEUIL
Elior Group
Cigref's Chairman



Jean-Claude LAROCHE
Enedis
VP Cigref



Yves LE GELARD
ENGIE
Cigref Board Member



Véronique PUCHE
CNAV
Cigref Board Member



Christophe LEBLANC
Société Générale
Cigref Board Member



Philippe ROUAUD
France Télévisions
Cigref Board Member



Christophe LERAY
Gpt des Mousquetaires
Cigref Board Member



Stéphane ROUSSEAU
Eiffage
VP & Treasurer Cigref



Gilles LEVÊQUE
Groupe ADP
Cigref Board Member



Laurent TRELUYER
AP-HP
Cigref Board Member

| Cigref member organisations and their representatives

ACCOR - Gilles de RICHEMOND
ACOSS - Jean-Baptiste COUROUBLE
ADEO - Matthieu GRYMONTREZ
AG2R LA MONDIALE - Corinne DAJON
AGIRC ARRCO - Thierry DIMEGLIO
AIR FRANCE KLM - Jean-Christophe LALANNE
AIR LIQUIDE - Joanne DEVAL
AIRBUS - Marc FONTAINE
ALLIANCE AUTOMOTIVE - Elizabeth RABET
ALLIANZ-SI - Catherine BRILLAUD
AMADEUS - Christophe BOUSQUET
AMUNDI - Guillaume LESAGE
AP-HP - Laurent TRELUYER
ARKEMA - Jean-Charles HARDOUIN
AUCHAN - Paul LAVOQUET
AVIVA - Daniel DUPUY
AXA - Marc BLOTTIÈRE
BANQUE DE FRANCE - Thierry BEDOIN
BIOMÉRIEUX - Marc BONNET
BNP PARIBAS - Bernard GAVGANI
BOLLORÉ TECHNOLOGIES - Baladji SOUSSILANE
BOUYGUES - Gilles ZANCANARO
BPCE - Wilhelm MEYER
BPI FRANCE - Lionel CHAINE
BRED - Simone DE OLIVEIRA
CAISSE DES DÉPÔTS - Patrick LAURENS-FRINGS
CARREFOUR - Frédéric EICH
CHANEL - Bruno MÉNARD
CNAF - Vincent RAVOUX
CNAM - Alain ISSARNI
CNAV - Véronique PUCHE
CNES - Cathy LACOMME-VERBIGUIÉ
CNP - Thierry DESVIGNES
CEA - Cécile THOMAS
CONFORAMA - Guillaume LEPETIT
COVEA (GMF, MAAF, MMA) - Pascal MARTINEZ
CRÉDIT AGRICOLE - Jean-Paul MAZOYER
DANONE - Pierre LACOUR

DASSAULT AVIATION - Laurent BENDAVID
DPD GROUP - Hugues de MAUSSION
EDENRED - Dave UBACHS
EDF - Vincent NIEBEL
EGIS - Jan CHODZKO
EIFPAGE - Stéphane ROUSSEAU
ELIOR - Bernard DUVERNEUIL
ELIS - Michel DELBECQ
ENEDIS - Jean-Claude LAROCHE
ENGIE - Yves LE GÉLARD
ERAMET - Jean-François HUET
ESSILOR - Franck CARLIER
EURO INFORMATION - Frantz RUBLÉ
FONDATION DE FRANCE - Sophie POURCHET
FRANÇAISE DES JEUX - Xavier ETIENNE
FRANCE TÉLÉVISIONS - Philippe ROUAUD
GEFCO - Sophie BAUDOUX
GEODIS - Henri LINIÈRE
GETLINK - Frédéric RIGA
GIP MDS - Elisabeth HUMBERT-BOTTIN
GRDF - Karima DRISSI
GROUPAMA G2S - Philippe BELLORINI
GROUPE 3M - Jean-Philippe CAILLAT
GROUPE ACTION LOGEMENT - Benito DIZ
GROUPE ADP - Gilles LÉVÊQUE
GROUPE BEL - Malika MIR
GROUPE CASINO - Yannick LESTIBOUDOIS
GROUPE POMONA - Jean-Michel EGU
GROUPE PSA - Jean-Luc PERRARD
GROUPE RICHEMONT - Joseph GUÉGAN
GROUPE ROCHER - Stanislas DUTHIER
GROUPE SAVENCIA - Bruno NEYRET
GROUPE SEB - Jean-Michel ANDRÉ
GPT DES MOUSQUETAIRES - Christophe LERAY
GRTgaz - Hervé CONSTANT
HAGER GROUP - Etienne DOCK
HARMONIE MUTUELLE - François COUTON
ICADE - Victoire AUBRY

IDEMIA - Stéphane DELIVRÉ
INRIA - Florian DUFOUR
JC DECAUX - Pierre NIOX-CHÂTEAU
KEOLIS - Emmanuel YON
KERING - Nicolas GAUTHIER
KLESIA - Jérôme SENNELIER
L'ORÉAL - Etienne BERTIN
LA BANQUE POSTALE - Philippe CUVELIER
LA MUTUELLE GÉNÉRALE - Eric DAGUET
LA POSTE - Bruno ECHARDOUR
LABORATOIRES SERVIER - Hubert TOURNIER
LACTALIS - Laurent SINGER
LAGARDERE - Emmanuel GAUDIN
LEGRAND - Valery DHEZ
LISI AEROSPACE - Christian GUY
LVMH - Franck LE MOAL
MACIF - Didier FLEURY
MAIF - Nicolas SIEGLER
MAÏSADOUR - Olivier CAIL
MALAKOFF HUMANIS - Eric VAUDAINE
MANPOWER - Alfonso GONZALEZ
MATMUT - David QUANTIN
MGEN TECHNOLOGIES - Arnaud MÉJEAN
MICHELIN - Yves CASEAU
MINISTÈRE DE L'ÉCONOMIE, DES FINANCES ET DE L'INDUSTRIE - Bruno LATOMBE
MINISTÈRE DE L'ÉDUCATION NATIONALE - Jean-Marc MERRIAUX
MINISTÈRE DE L'INTÉRIEUR - Jérôme LETIER
MINISTÈRE DES ARMÉES - Nicolas FOURNIER
MINISTÈRES ÉCOLOGIE ET TERRITOIRES - Christophe BOUTONNET
MINISTÈRES SOCIAUX - Héléne BRISSET
MSA - Jacques BOULDOIRES
NAVAL GROUP - Ahmed BENNOUR
NEXANS - Edeltraud FABIANKE
NEXTER GROUP - Jérôme LECLERCQ
ORANGE - Thierry SOUCHE
ORANO - Philippe BAGONNEAU
PERNOD RICARD - Mathieu LAMBOTTE
PLASTIC OMNIUM - Pascal ZEMBRA
PMU - Stéphane ZANTAIN
PÔLE EMPLOI - Franck DENIÉ

RAMSAY SANTÉ - Marcel BÜTTNER
RATP - Michel CORDIVAL
RÉGION ÎLE DE FRANCE - François SUBRENAT
RENAULT - Frédéric VINCENT
REXEL - Eric LATERRADE
RTE - Sébastien HENRY
SACEM - Paul COHEN-SCALI
SADE - Bruno ANNIC
SAFRAN - Loïc BOURNON
SAINT-GOBAIN - Frédéric VERGER
SCHNEIDER ELECTRIC - Robert AUFFRAY
SCOR - Marc PHILIPPE
SFR SI - Christophe DELAYE
SMA - Olivier OSLIZLO
SNCF - Denis LOSFELT
SNCF RÉSEAU - Thien THAN TRONG
SOCIÉTÉ DU GRAND PARIS - Mohamed KAROUIA
SOCIÉTÉ GÉNÉRALE - Christophe LEBLANC
SOCOTEC - Romain DUMAS
SODEXO - Agnès MAUFFREY
SPIE - Nicolas EREMEEF
STEF - Léon DE SAHB
SUEZ - Patrice VALADEAU
SYSTÈME U - Philippe LE CAM
TDF - Djilali KIES
TERRENA - Ludovic DECOURCELLE
THALES - Christophe HUERRE
TOTAL - François TETE
UNIBAIL RODAMCO WESTFIELD - Etienne FEASSON
VALEO - Christophe AUBEY
VALLOUREC - Barthélemy LONGUEVILLE
VEOLIA - Didier BOVE
VINCI - Samir HATIM

members

150

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2

A new
strategic
approach





- | Foresight, dynamism & reflection
- | New approach, new timescale
- | Two key aspects
- | 5 transformation fields
- | A thorough methodology

| Cigref's new strategic approach

Until now, Cigref's strategic orientations were the result of **research work conducted previously**, that led to the **drafting of a five-year strategic plan**.

Foresight, dynamic & reflection

The Cigref 2020 strategic plan, which our association has been following since 2016, is consequently **the outcome of work conducted between 2010 and 2015 under the auspices of the Cigref Foundation**.

We thought it would be beneficial to introduce more **forward-thinking, drive and agility** into Cigref's strategy reflection.

This new approach is now based on a **short annual cycle**.

New approach
new timescale



2 key
aspects

| A **Strategic Orientation Council**, with equal numbers of **Cigref member representatives and qualified personalities**, under the mandate of the Board of Directors.

| A **Strategic Orientation Report**, produced annually and presenting **Cigref's view of the future**, which helps **structure Cigref's agenda**, with a first iteration this year (see the last page).



5 transformation fields

- 01 Technological challenges and new applications
- 02 Technology and environment
- 03 Cyber risks and geopolitical challenges
- 04 Digital providers and services
- 05 New ways of working and employees' commitment

A thorough methodology

Which consists of continuously **analysing**, as part of Cigref's work, the transformations already underway, and **exploring** the possible developments, to the benefit of **reflection** conducive to decisions in uncertain circumstances.

Switching between **analytical** and **deliberative** phases, this forward-thinking approach lends itself well to gradually building a collective, shared strategic outlook.

Cigref is supported in this process by Futuribles, a foresight consulting firm, one of its historical partners.



The present crisis has disrupted all sectors of the economy and increased uncertainty, accentuating the need for tools that can shed light on the future.

Available on the [Cigref.fr](https://www.cigref.fr) website 

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3

But along
came a virus...





Following the French government's lockdown announcements in mid-March 2020, Cigref adapted its system to the public health crisis and implemented new spaces for dialogue and exchanging information between members.

- | A peer-to-peer dialogue mechanism
- | Actions with our digital ecosystem partners

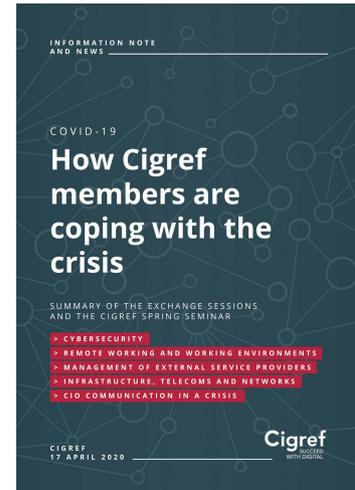
| A peer-to-peer dialogue mechanism

Cigref, locked down, but still **servicing its members**

Between 25 March and 11 May 2020, Cigref ran **videoconference discussion sessions**, every day and on specific topics, giving Cigref member employees an opportunity to connect to share their Covid experiences and their questions in five areas:

- | Cybersecurity
- | Remote working and working environments
- | Management of external service providers
- | Infrastructure, telecoms and networks
- | CIO communication in a crisis.

A first report on these discussions was sent out on 21 April 2020: “How Cigref members are coping with the crisis”



47

Discussion sessions between members

212

People attending via videoconferencing

68

Participating organisations during the crisis

Spring seminar via videoconferencing

Representatives of Cigref members meet each year for a Spring seminar. The meeting for 2 April 2020 was held by videoconference and allowed the thirty or so members present to discuss how their respective companies were dealing with the Covid-19 crisis, crucial issues after two weeks of lockdown, and the outlook for ending the crisis.

On 18 May, a second session of discussions between representatives took place on the subject of resolving the crisis and on their thoughts regarding the long-term effects of this crisis. Both meetings provided input to the briefings sent to members by Cigref.

Cigref and the return to work

Since the gradual return to the workplace from 11 May 2020, the daily discussion sessions have become weekly with a special topic each time:

- | Agile methods put to the test by remote working, with feedback from the **CNAM**, the French national health insurance fund.
- | Remote access solutions: are there alternatives to a VPN? with feedback from **Lagardère**.
- | Capitalising on the lessons learned from the crisis, drawing up a roadmap to adapt IT and organisational choices, with feedback from **the Ministères Ecologie et Territoires** (French Ministries of Ecology and for the Regions).
- | Updating Occupational Risk Prevention Plans, with feedback from France's rail network operator, **SNCF Réseau**.
- | Changing contractors' contracts to respond to pandemic situations, with feedback from **GEODIS**, a logistics transport company and subsidiary of the SNCF, and **ADP Group** (Paris Airports).
- | A presentation on "Leveraging post-COVID opportunities from the cloud", with feedback on the BCG/Google report on "The new digital norm".

These discussions were summarised in mid-July's briefing on "Covid-19: Learning lessons to prepare for the recovery".

Current affairs and information briefings

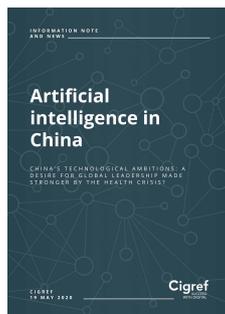
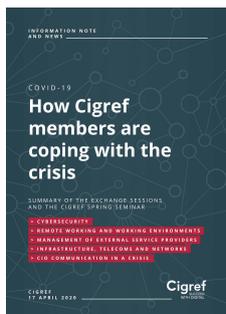
Cigref adapted its working methods during the crisis to respond to the emergency situation created by lockdown, and then in preparation for employees' return to their offices.

The discussion sessions, held daily during lockdown then weekly thereafter, made it possible to share the problems encountered: cybersecurity, working environments, management of external services providers, telecoms and networks, communication, and so on.

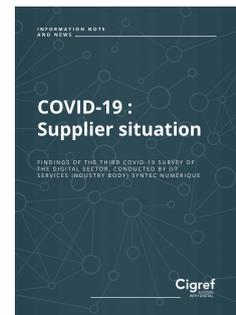
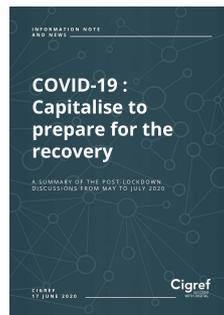
Cigref invited members of the digital ecosystem for some discussions, with representatives from digital services providers, publishers, etc.

Lastly, Cigref was also interested in aspects resulting from the public health and economic crisis, looking at digital contact tracing in workplace environments, and China's technology objectives, for example.

Cigref wrote current affairs and information briefings about these various measures, some of which have been translated into English.



- | **COVID-19: How Cigref members are coping with the crisis** - Summary of discussions and Cigref Spring 2020 seminar (Cybersecurity; working environments; contractor management; infrastructure, telecoms and networks; CIO communication in a crisis) - 17 April 2020
- | **Artificial Intelligence in China** - China's technological ambitions: a desire for global leadership made stronger by the health crisis? - 19 May 2020
- | **COVID-19: Contact tracing** - Digital contact tracing in workplace environments in France - 19 May 2020
- | **CIO's initial post-lockdown review of the crisis: the socio-economics impacts, responses and perspectives** - 17 June 2020
- | **COVID-19: Capitalise to prepare for the recovery** - A summary of the post-lockdown discussions from May to July 2020 - 17 July 2020
- | **COVID-19: Supplier situation** - Findings of the third Covid-19 survey of the digital sector, conducted by (IT services industry body) Syntec Numérique (not available in English).



| Actions with our digital ecosystem partners

Relationships with digital solutions and services providers

From the start of the crisis, **Cigref** and **Syntec Numérique** (the digital branch of the IT services industry body) joined forces to formally appeal to their members, users and providers of digital solutions and services, on the need for **reciprocal understanding** of the difficulties that each might be encountering in these unusual circumstances, for a **sense of professional community**, in particular towards the less empowered, and for anticipation.

They suggested [six guiding principles in contractual relationships during a crisis](#) :

Principles of **resilience**,
proportionality,
graduality,
differentiation,
responsibility,
solidarity.



Cigref, **Beltug** and **CIO Platform Nederland**, the Belgian and Dutch associations for IT user businesses, quickly saluted **software publishers** to **thank them for their efforts** to enable large-scale remote (home) working, while also asking them to **temporarily scale back their patching policies** in terms of the size of these patches, crucial upgrades, etc. owing to the numbers working from home.

Pact for Digital Agenda

PACTE NUMÉRIQUE

On 17 April 2020, Cigref kicked off a significant **collaboration** exercise with some leading names in France's digital ecosystem: **Syntec Numérique, Syntec Conseil and Tech In France**. Our collective diagnosis was that digital has been one of the **main shock absorbers of the economic crisis**, and that it will be the **main driver behind recovery**, subject to certain conditions that we have endeavoured to pinpoint.

The aim of the "Pact for Digital Agenda" (Pacte pour le numérique, in French) is threefold: **resolve** the crisis, **revive** the economy and **act** for the future, in the light of the initial lessons learned from this crisis.

Read the Pact for Digital Agenda (in French) [↗](#)



This agenda has been brought to the attention of France's President, Prime Minister, the Minister for the Economy, etc. It has been discussed in several interviews with Cédric O, the Secretary of State for the Digital Economy and Electronic Communications.

Resolve the crisis,
revive the economy
and **act** for the futur

| Actions with our digital ecosystem partners

Devise new ways of organising work in the light of the crisis

A working group has been set up with **Syntec Numérique** on the topic of “Devising new ways of organising work in the light of the crisis (legal aspects, organisation of work, management)”, headed by **Corinne Dajon** on the Cigref side, and **Cyril Malargé** from Syntec Numérique.

Its role is to provide input to the 7th proposal “Devise new methods of working” in the **Digital Agenda**, co-written by Cigref, Syntec Numérique, Syntec Conseil and Tech In France.

As regards the longevity and potential widespread adoption of remote working (WFH), many technical, legal and managerial questions are still to be examined if remote working is to become sustainable and efficient, and the future organisation of work planned within a secure, human and innovative structure.

How to capitalise on the lessons learned from the crisis, and plan future ways of organising work? With Syntec Numérique and Tech in France, Cigref has produced some initial findings and outlook for the area of new methods of working.

A joint working group will continue to consider the issue throughout 2020-21, with an eye on producing benchmark recommendations for the government.

TECH·IN FRANCE

Cigref
SUCCEED
WITH DIGITAL

SU
syntec numérique

Cybersecurity: first post-lockdown assessments

In partnership, Cigref, Tech in France, PwC and CEIS have offered two webinars on cybersecurity.

The June 2020 webinar served to produce a **first post-lockdown assessment** and to draw conclusions as regards digital security, addressing the large number of **cyber-attacks connected to the coronavirus**, IS vulnerabilities and the application of best practice. **Thierry Auger**, CTO and CISO at Groupe Lagardère and a Cigref representative, believes suitable workstations should be provided to users, and firms need to be able to manage everything remotely, from VPNs to personal devices. Lastly, a gradual return to the workplace should be anticipated.

The second webinar in early July suggested participants **share their thoughts about the future and upcoming challenges regarding the growing security threat, given the impunity of the perpetrators**. Are we heading for a digital Middle Ages with flourishing crime, taking advantage of the law of the jungle governing cyberspace, or towards a strengthening of the rule of law to achieve greater collective security?

The **Digital sector survey** presented to Cigref by Syntec Numérique

Syntec Numérique (the digital branch of the IT services industry body) presented the **3rd edition of its "Digital sector survey"** to Cigref members. Every month since March 2020, a survey has been conducted to understand the impact of the crisis on the activities of digital companies, Syntec Numérique members.

This survey, intended to present the socio-economic situation of the digital service provider and publisher market, helps Cigref members to anticipate the economic recovery and the conditions of the IT market when it does happen.



Trusted Cloud

To create a sovereign and independent digital industry in Europe, secure and not subject to extraterritorial laws.

I Summary of actions undertaken from September to June

Following our letter sent to **Bruno Le Maire**, France's Minister for the Economy and Finance, on 17 October 2019, the "trusted cloud" think tank continued to work on producing a common, shared picture of business requirements as regards the legal and technical security of cloud services.

We summarised the conclusions of our work in a further letter sent on 17 June 2020 to **Bruno Le Maire**, Minister for the Economy and Finance. In this letter, Cigref submitted our six main milestone conclusions to the Minister, along with some suggestions for government action. In a second, we explained - carefully - our considered opinion of the requirements a trusted cloud service needed to meet, and the associated market.

A third phase of the Cigref “Trusted cloud” working group’s effort was begun in June 2020, this time of a more operational bent. It consisted of **testing and confirming, through use cases suggested by businesses,** the appropriateness and flexibility of services offered by suppliers such as OVH Cloud, Thales, Scaleway and 3DS Outscale.



Cigref also represents our members’ interests in terms of the work done by the national cloud services industry within the **“Security” strategy sub-committee.** The national industry is structured and organised to meet the needs of major corporations at the scale they require.

In addition, Cigref is to intensify its **dialogue with hyperscalers:**

- I Firstly to **improve their understanding of the security issues, both legal and technical, facing their European clients,**
- I Secondly to enable them to adapt their services accordingly and establish the necessary partnerships.

In this regard, **we invited Thomas Kurian, CEO of Google Cloud,** to present his approach to “Digital sovereignty in the cloud” to major French companies to confirm its appropriateness before devoting significant capital expenditure to it. We have also discussed this topic with **Microsoft.**

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5

International
activities





Cigref continued its work on a European scale, with the European Commission (European Skills Repository, SWIPO, Gaia-X, etc.) and also with the other major European associations of digital services user companies.

- | Cigref remains heavily involved in the European Commission's HR projects
- | Cigref supports the Paris Call for Trust and Security in Cyberspace
- | Participation in the SWIPO working group on Switching Cloud Providers and Porting Data
- | Active involvement in the Gaia-X project
- | Increased cooperation with European associations of digital services user companies

| Cigref remains heavily involved in the European Commission's HR projects



Since 2005, Cigref has been involved in the European Commission's digital skills projects. In 2009, the e-competence framework (e-CF), the European benchmark for digital skills, became the mainstay of many projects in the field of master data repositories, training, certification, ethics, etc., and was converted into a standard in February 2016 (EN 16234-1).

Cigref had been participating in updates to e-CF (EN 16234-1:2018) since 2018: version 4.0 strengthened the fields of data, the cloud, the UX and cybersecurity and was ratified by the Commission in December 2019 and published at the start of 2020. In January 2020 a meeting of some thirty European HR experts updated Cigref on all European projects in progress with a link to digital skills.

In October 2019, Cigref joined the new European project called "e-Competence performance indicators and common metrics" (SA-CEN 2018-14) intended to decide upon an assessment methodology adapted to e-CF skills. The team of European experts met in Paris at Cigref in February 2020. A technical report was produced at the end of August 2020 and is yet to be approved. The project is scheduled to end in December 2020.

| Cigref supports the Paris Call for Trust and Security in Cyberspace



The Paris Call (or "Appel de Paris"), the international initiative launched on 12 November 2018 by French President Emmanuel Macron for trust and security in cyberspace, contains signs and a hope for a new world order in cyberspace, for the benefit of its development as a driver of progress for the world as a whole.

It has received more than 1,000 endorsements to date, including 78 states, in particular the 28 states of the EU, around 350 civil society organisations and 650 businesses and professional associations, including Cigref. Providing active support as it does, Cigref is currently involved in discussions to transform this diplomatic success into a more operational one, to the benefit of its members.

| Participation in the SWIPO working group on Switching Cloud Providers and Porting Data

In the summer of 2019, Cigref X was alerted to the under-representation of users in the work to produce self-regulation tools for the cloud market in Europe, in response to Article 6 of the European regulation on the free flow of non-personal data in Europe.

Article 6 of this Regulation provides that the “European Commission shall encourage and facilitate the development of self-regulatory codes of conduct” by stakeholders, suppliers and users in the cloud market. This regulatory approach was initiated in April 2018 under the leadership of DG Connect as part of the SWIPO (Switching Cloud and Porting Data) working group.

After two years of work, SWIPO has produced two codes of conduct, one on SaaS and the other on IaaS, and has formed an international non-profit association (AISBL) to enforce and develop these codes in the European market. The SWIPO non-profit took over from the SWIPO working group after its first AGM, ratifying its formation, in late May 2020.

Cigref was actively involved in SWIPO's work, although it was late to join. It tried - in vain - with the support of a dozen Cigref members and its associative partner Beltug, to amend the codes of conduct to incorporate the demands of user companies and have the codes offer more protection to such companies.



[Link to our press release](#) 

[More information on the SWIPO website: https://swipo.eu/](https://swipo.eu/) 

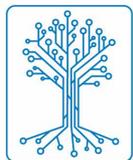
| Active involvement in the Gaia-X project

Gaia-X is a joint initiative by German and French government agencies, supported by their respective ecosystems, intended to define the technical and legal principles of a trustworthy, high-performance, competitive and secure cloud market, serving a data and artificial intelligence strategy that aligns with European values.

Gaia-X aims to create an environment where data can be shared and stored under the control of owners and users, and where rules are defined and followed so that data and services are easily available, compiled and exchanged. Cigref has been involved in building Gaia-X from the outset to defend the interests of **user** companies and meet their requirements.

The objective is to create, eventually with other European Union member states, a new type of networked collaborative infrastructure, meeting the highest of requirements as regards digital trust and boosting innovation.

Three Cigref members - Amadeus, EDF and Safran - joined as founder members. The 22 founder members of the Gaia-X international association are equally split between French and German and between suppliers, users, trade associations and research institutions. The next stage is when future members of the association that have already expressed an interest will join on 1 October 2020.



GAIA-X
data-infrastructure.eu

More information on the “GAIA-X” website:
<https://www.data-infrastructure.eu/> 

| Increased cooperation with European associations of digital services user companies

Cigref's cooperation with the Belgian (Beltug), Dutch (CIO Platform Nederland) and German (VOICE) associations has increased since January 2020.

On the strength of this cooperation, our four associations had been coordinating their involvement in the SWIPO working group (started by DG Connect and completed in May 2020) since October 2019 and in July 2020 held a virtual meeting with the office of **Margrethe Vestager**, European Commissioner for Competition. They also worked together on their responses to two European Commission consultations, on revisions to the Digital Services Act and on a New Competition Tool. Lastly, they jointly organised an online European conference on Gaia-X for digital service user organisations wondering what Gaia-X is and whether they ought to join.

Cigref also continued to invest in the EuroCIO association, of which it is a founder member. **Emmanuel Gaudin**, Cigref board member and CIO at Lagardère, is the Cigref representative on the EuroCIO Board.

Since a number of members left in January 2019, EuroCIO has reoriented its activity towards the organisation of networking events and forums for European CIOs, through the organisation of «CIOs' testimonials» webinars, particularly valuable in these times of crisis, and its annual conference. Initially scheduled for Brussels at the start of March 2020, [the EuroCIO annual conference](#) had to be postponed and switched online because of Covid-19. It will be held virtually over four mornings, on 15-16 and 20-21 October 2020.



The banner features the EuroCIO logo on the left, with 'euro' in a script font and 'CIO' in a bold sans-serif font. Below it, the text reads 'ANNUAL CONFERENCE 2020' and '15-16 AND 20-21 OCTOBER 2020'. To the right, the main title 'EuroCIO 19TH Conference' is displayed in white, followed by the dates '15-16 and 20-21 October 2020' in a vibrant cyan color. Contact information is provided in pink and white: 'CONTACT: ORGANIZING SECRETARIAT: Eurocio2020@thetriumph.com'. A pink circular icon with a white symbol is positioned next to the text 'DIGITAL EDITION'. The background is dark blue with a glowing globe and network lines on the right side.

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6

Collective
intelligence
work





Every year, Cigref offers work on collective intelligence where members' employees meet to discuss and explore topics chosen by Cigref Board. This work is categorised below into the seven areas in our 2015-2020 strategic plan. The publications resulting from this work will soon be available on the cigref.fr website.

| **Competitiveness & performance**

| **Ecosystems**

| **Training, skills & talents**

| **Digital foresight & forward-planning**

| **Trusted digital technology**

| **Ethics**

| **Supplier relationships**



Competitiveness & performance

 | Supporting business in China

 *Leader*
Jean-Michel ANDRÉ
Groupe SEB

The development of digital gathered pace in China at the start of the 2010s. The “Made in China 2025” strategic plan determined a number of key technologies and sectors within which Chinese champions are positioned, and which, as key actors in China, are pursuing international expansion.

In this context, it is crucial for Western companies operating in China to consider the digital requirements of the population - customers and employees alike - the ecosystem of partners, and China's specific internet regulations. The working group relied on a number of external participants to understand the digital challenges in China, the picture of the cloud in China, and the possible architectures, and to identify some opportunities and threats for western companies.

| Digital in action

CIRCLE / *Leader*
Djilali KIES
TDF

The Cigref Digital in Action Circle is an opportunity for representatives of Cigref corporate members to present their digital transformation strategy and major projects undertaken in recent years to their peers.

The Circle is a trusted space where approaches and best practices can be shared, and where issues facing IT departments can be discussed. This year, we played host, physically and then remotely, to:

- | The transformation of CIOs and the IS, by **Christophe Leray**, CIO of Les Mousquetaires
- | The convergence of industrial and information systems, by **Djilali Kies**, CIO of TDF
- | The DSN as key component to IS transformation, by **Thierry Diméglio**, CIO of Agirc-Arcco

| Artificial intelligence

CIRCLE / *Leaders*
Gérard HATABIAN
EDF
Christophe LERAY
Les Mousquetaires

Since its formation in 2015, the purpose of the AI Circle has been to follow the development and impacts of AI implementation in companies.

Members of the AI Circle were consulted to find out their main concerns for the coming year, in terms of implementing projects with an AI aspect. The outcome of their answers was the following selection of topics:

- | AI in corporate strategy (MAIF's experience)
- | Security and AI (Lagardère's and Ziwit's experience)
- | Business models and AI (EDF's experience)
- | AI in China (presentation by EDF and the Foundation for strategic research)
- | Machine Learning and cybersecurity in the Cloud (by Microsoft)

| IT servitization strategy



To become more agile and innovative, large companies and government departments that had already started to open up their IS with cloud services to internal teams or to their ecosystem, continue to offer technical or functional services made accessible through APIs.

The opening of IS by this service-based approach is also called "servitization". After identifying the business and IT challenges to which IS servitization is a response, the working group, benefiting from participants' own experiences, listed the key principles behind such an approach and best practices.

Lastly, working environments are developing in various sectors, representing a springboard to a servitization approach. In order to better understand how such environments are structured, the ODA (Open Digital Architecture) framework used in the telecoms sector, although it is also now opening up to other sectors, was presented to the participants.

| Management of technical debt and IT obsolescence



This working group addresses a recurring issue for CIOs of Cigref member companies. It produces a review of the current status of how technical debt and IT obsolescence are being managed in large organisations.

Technical debt represents the distance between the state of current systems and the most up-to-date systems possible that are desirable in terms of matching the organisation's performance requirements.

The sharing of CIOs' experiences showed the common difficulties, such as raising awareness of executive management and business departments, measuring technical debt, and remedial measures via cloud systems in particular.



Ecosystems



| Digital Pure Players
with Tech.Rocks

CLUB / *Leader*
Philippe ROUAUD
France Télévisions

This year, Cigref partnered the [Tech.Rocks](#) organisation, which has some 2,000 tech leaders (CTO, VP Engineering, etc) as members. Founded by four CTOs from pure players, this association aims to rethink the profession and the role of CTOs, and more generally to give tech leaders' a forum to share their common concerns.

We consequently joined in, to talk about the issues shared across both organisations' communities. The first meeting in January 2020 was a chance to discuss the differences and similarities between the jobs of a CTO at a pure player and the CIO of a large company. The second in April 2020 was an occasion to share on the issues and challenges posed by the crisis from various viewpoints and situations.



| HR job profiles Nomenclature



The digital transformation of organisations is also seen in information systems professions. Job profiles are changing more and more quickly. Consequently, the Cigref list of IT job profiles needs to be updated increasingly frequently.

Reviewed every 5 years a few years ago, the review frequency has been cut to 2 years, this year entailing a comprehensive review of many job profiles previously reviewed or created in 2018. In 2020, all the jobs profiles on the list related to data (Data Scientist, Data Analyst, Data Engineer, Chief Data Officer, Data Privacy Officer), security (Security Expert, IS Security Manager, Systems Security Auditor) and agility (Product Owner, Agile Coach, Scrum Master) plus Enterprise Architect have seen their description completely rewritten to be a faithful and consensual reflection of the IT departments in 2020.

| Femmes@Numérique Foundation

Founded on 27 June 2018 under the aegis of the Fondation de France, and supported by 42 founder companies, mainly members of Cigref and Syntec Numérique (the IT industry & services companies association), the Femmes@Numérique Foundation was created from a determined engagement in the fight against the decrease in the number of women in digital sector.

In 2019, a call for projects, targeting school-age girls, was launched in close partnership with the Digital Education Department of the French Ministry of National Education and Youth. The actions taken this year have made it possible to support the implementation of the seven projects selected. The next stages will extend the actions towards women in post-school education and on retraining.



| IT HR

CIRCLE / *Leader*
Jean-Christophe LALANNE
AIR France-KLM

The newly-created IT HR Circle provides a forum for sharing experiences and discussion between IT HR practitioners who are Cigref members or digital ecosystem stakeholders.

Circle topics include attractiveness recruitment and training strategies, and GPEC (Projected Management of Jobs and Skills), the positioning of IT HR relative to Group HR, and IT HR management post-Covid. A first meeting this year saw a discussion and exchanges on the basics of HR policy for CIOs, covering both key success factors and problematic issues.

| Diversity and Digital

CIRCLE / *Leader*
Corinne DAJON
AG2R La Mondiale

For two years, the Diversity and Digital Circle has been contributing to improving the understanding of management issues relating to gender mix and diversity in IT teams and management functions.

To illustrate this topic and share practices, the Circle played host to Microsoft France, which presented its “GLEAM” diversity and inclusion strategy. Engie, La Poste and Société Générale also shared their in-house work on diversity with their peers. Social Builder presented the issue of attractiveness of digital studies and training for women with the Women in Digital Economy (WIDE) program, and the manifesto for retraining women in the digital professions. Lastly, **Laure Castellazzi**, the general secretary of the Femmes@Numérique Foundation kept the Circle regularly updated about the projects financed by the foundation.



Digital foresight & forward-planning

| Post-cloud perspectives and edge computing

WCG / *Leader*
Emmanuel GAUDIN
Lagardère Group

The “post-cloud” era does not mean the decline of the cloud, far from it! But it will be an era where out-cloud data will grow even more quickly close to where it is generated. Although the cloud continues to be the heart of the network, we already know that not all data will transit through it.

This is why the working group sought to gain a better understanding of edge computing (computing and processing close to where the data is generated) in order to understand its implementation in processes, services or customer-facing offerings.

Following the workshops and feedback from external participants, the group proposes in its report, due to be published on the Cigref.fr website late in 2020, recommendations for the implementation of edge computing projects, and selection criteria for the choice between edge and cloud storage and processing.

Then the various key stages in an edge computing project are listed, to leverage the full added value in terms of the business, processes, systems and architecture. Finally, avenues are suggested for adapting the organisation and governance to take into account the decentralisation inherent in edge computing.

| Network: evolution of strategies and architectures

WG / *Leader*
Cyrille ELSEN
CASINO

The networks that manage completely secure connections and data interchanges with the necessary quality of service and performance are structures that are changed only cautiously because they are a critical component for companies.

Participants in the Cigref working group shared their actions of delivering network resilience and continuity of service. The working group's report will provide a brief overview of existing networks in companies and public organizations, together with the various known or likely developments, in order to anticipate them:

- | The end of a technology such as PSTN (Public Switched Telephone Network)
- | The arrival of a new technology such as SD-WAN, which is increasingly used instead of an MPLS networks
- | The arrival of 5G
- | The proposed new internet architecture called RINA (Recursive InterNetwork Architecture).

| Quantum Computing

CIRCLE / *Leader*
Jean-Michel ANDRÉ
Groupe SEB

The Quantum Computing Circle helps Cigref member organisations understand and anticipate the quantum revolution that is expected to be major within the next 5 to 10 years, impacting IS and networks, and their security.

In 2019, Cigref published a report summarising the discussions held with many university researchers and stakeholders in France on the understanding of [Quantum Computing, its challenges and applications](#).

This year, the Quantum Computing Circle was focused on the French ecosystems springing up around quantum technologies, and invited **Sarah Lamoudi**, Technology strategist & advisor and **Maud Vinet**, Quantum hardware program manager at CEA Leti, to present. The latter, beyond her work on silicon qubits, gave a presentation at the Quantum Silicon Grenoble consortium, a technology hub that since 2019 has been home to some fifty researchers in the field from CNRS, CEA and Grenoble Alpes University.



Collaborative Suite: usage and future

WG / *Leader*
Stéphane ROUSSEAU
Eiffage

This working group follows the work done by Cigref on “[Open source: an alternative to the major suppliers](#)”, and “[The employees’ work environment in five years](#)”, and is intended to study the landscape of collaborative suites, based on their use value, and to study the conditions for the emergence of alternative solutions.

Its report, due to be published on cigref.fr, is based on the following aspects:

- | Identification and study of the various collaborative systems used in companies, analysis of their use value, this being evaluated on the basis of the match between the product and user need.
- | Evaluation of the conditions for the emergence of alternatives to monopolistic collaborative software suites (Office 365 and Google Suite) and examination of the conditions for implementing these alternatives (change management, cultural, technical and organisational aspects).
- | Determination of the criteria for adopting these alternative solutions (reliability, security, compliance, interoperability, etc.).

| The Geopolitics of Cyberspace

CIRCLE / *Leader*
Jean-Christophe LALANNE
Air France-KLM

As part of its Geopolitics of Cyberspace Circle, on 25 June 2020 Cigref invited **Stéphane Grumbach**, Senior Research Scientist at INRIA and lecturer at Sciences Po (the Institute of Political Studies) Paris, to present his view on the geopolitics of digital during the Covid-19 crisis.

One leading idea in his presentation was that the Covid-19 crisis highlights the advent of the digital globalisation, and thus its genuinely geopolitical challenges. Digital becomes a reflection of the ambitions and geopolitical conflicts between states, particularly between the United States and China. Increasingly, we are unable to separate environmental and social challenges from technological and digital issues.

| Cybersecurity

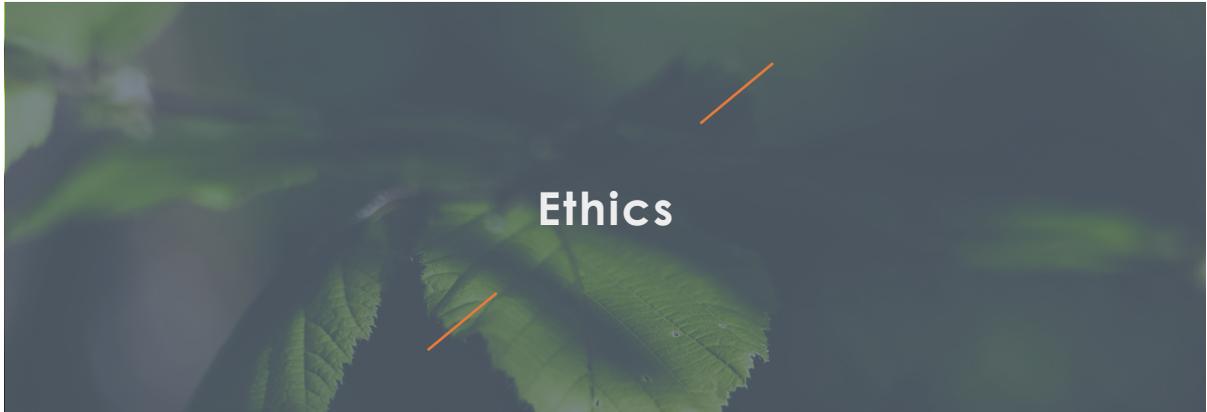
CIRCLE / *Leader*
Jean-Claude LAROCHE
ENEDIS

This year, the Cybersecurity Circle met several times: for experience feedback breakfasts, "cyber crisis" with **Hubert Tournier** from Ramsay Santé (healthcare) in November 2019, for the International Cybersecurity Forum in January 2020, during weekly discussion sessions by videoconference during lockdown, and for online meetings in June 2020 with **Guillaume Poupard**, Director General of the National Cybersecurity Agency of France, ANSSI.

Cigref at the 2020 International Cybersecurity Forum

A Cigref delegation has travelled to Lille for the International Cybersecurity Forum (ICF) for the last two years. With around twenty participants this year (double the number of delegates from last year), it had invited some European partners. Our delegation firstly attended the European VIP dinner organised by Hexatrust. During the trade fair visit on 29 January, we were able to meet a number of qualified key figures.





| Philosophy and Digital

CIRCLE / *Leader*
Bernard DUVERNEUIL
Elior Group

The Philosophy and Digital Technology Circle was able to meet just once this year, given the health crisis. They were pleased to host Marie-des-Neiges Ruffo de Calabre, a young PhD, on the topic of “Independence and Decision: military robots and ethics”.

If there is one thing the worlds of business and the military have in common, it is the need to make decisions and have them implemented for the success of a strategy. However, in modern society, authority seems to be crumbling, obedience and the following of orders seem less certain than ever.

Specialists in giving and taking orders, the military is making increasing use of computer systems. A phenomenon first seen some years ago now, the robotisation of the battlefield has increased to the point it has a name, LAWS, lethal autonomous weapons systems. These weapons could have the ability to “decide” themselves whether to fire or not.

In this age of artificial intelligence and Big Data, should decision-making be delegated to the machine? What is the impact on adherence to ethical principles? Does a decision taken by a human authority have a specific value?

See the [summary report](#) (only in french) on

WWW.CIGREF.FR

**AUTONOMIE
ET DÉCISION :
LE ROBOT MILITAIRE
ET L'ÉTHIQUE**

MARIE-DES-NEIGES
RUFFO DE CALABRE



 | Digital sobriety
with *The Shift Project*

 *Leader*
Christophe BOUTONNET
MTES
Hervé DUMAS
L'ORÉAL

*In partnership with the Shift Project, represented by
Hugues Ferreboeuf, Project director and François Richard, Expert*

For about 10 years, we have been seeing a gradual increase in awareness of the environmental impact of digital technologies within organisations. The growing impact of digital activity on greenhouse gas emissions, among other things, is indeed worrying.

Cigref has accordingly set up a working group in partnership with the Shift Project to study the **IT departments' contribution and actual effect on companies' "low carbon" agendas**, and beyond that, the contribution to CSR (corporate social responsibility) as regards "digital restraint". **What are the prerequisites** for implementing digital restraint, and **what are the levers that businesses can use** to sustainably reduce the environmental footprint of digital technology?

Such are the first questions this working group asked, answered by the [deliverable](#). The results of this collaborative work (the efforts made by the participants should be stressed, more than 35 to 40 people were present at each session) also made it possible to establish a **best practice framework** based on 8 key drivers (Strategy and leadership, Support for people and jobs, Responsible procurements and lifecycle, Projects, Digital services, Ecosystems, Data, and Infrastructure) that could be used to **help in the deployment of digital sobriety policy** for the entire company.



Supplier relationships



Supplier relationships

CLUB / *Chairman*
Philippe ROUAUD
FRANCE TÉLÉVISIONS

Over the period, Cigref ran **seven working groups** on supplier relationships (AWS, Google Cloud, IBM, Microsoft, Oracle, Salesforce and SAP) and one circle on Alternatives to the major suppliers. This year, the circle focused on the use value of collaborative suites, as this market is concentrated in the hands of two hyperscalers: Microsoft with Office 365 and Google with G Suite.

These eight focus groups are supervised by the **steering committee** of the Supplier Relationships Club, the **members of which are the CIO leaders** of these various groups. The steering committee **directs work** with suppliers and **approves Cigref's public statements**, including those at its annual press conference.

Since October 2019, the steering committee of the Supplier Relationships Club has been chaired by **Philippe ROUAUD**, France Télévisions and Cigref board member.

Its members are:

Didier BOVE - Veolia

Marc BOUSSET - Safran

Stéphane CUVELETTE - LVMH

Frédéric DAMEZ - Essilor International

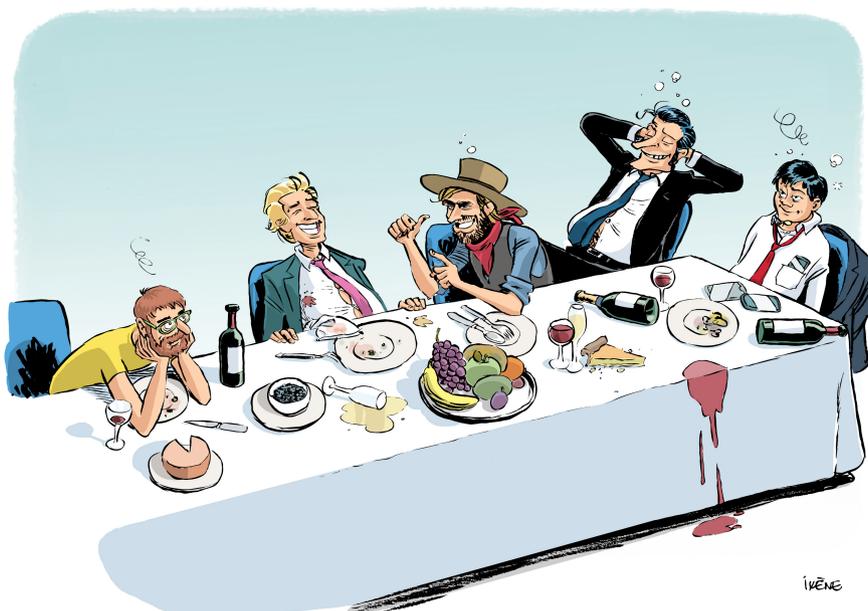
Bernard DUVERNEUIL - Elio Group, Cigref Chairman

Emmanuel GAUDIN - Lagardère, EuroCIO board member, Cigref board member

Henri LINIÈRE - Geodis

Paul-Henri OLTRA - Orange

Stéphane ROUSSEAU - Eiffage, Cigref VP & Treasurer



| Supplier relationships

Against the backdrop of the **health crisis**, Cigref has **intensified** its relationships with certain suppliers to meet the most pressing requirements flagged up by its members in March/April 2020: infrastructure robustness, reorganisation of IT projects and payment facilities for IT expenditure, remote management of software and application updates and fixes.

As Cigref members' concerns around the **volume** and **security of patching** were significant, Cigref with other European bodies published a [press release](#), asking publishers to follow some **best practice in patch management during a crisis**. Cigref also organised a webinar for its members on "Security of upgrades over VPN using split tunnelling of employees working remotely from home" with a contribution from **Ludovic Hauduc**, Corporate Vice President, Core Platform Engineering at Microsoft.

Lastly, Cigref **has connected with Syntec Numérique** for regular exchanges on **news** regarding the situation of suppliers and publishers. A number of public statements resulted from these exchanges, including the press release on 25 March 2020 co-signed by Cigref and Syntec Numérique, calling on their respective members to follow the "[six principles of contractual relationships during a crisis](#)", together with the [7 proposals in the Pact for Digital Agenda](#).



As a result of Covid-19, the traditional **press conference by the Supplier Relationships Club** was not held in June but in **September 2020**. This annual meeting with the IT and economic press is intended to **present the state of the relationship between large companies and public administrations** that are Cigref members and their **main digital service providers**, and share their analysis of market trends and future issues and challenges.

On 25 September 2020, the 3rd such press conference, held in a hybrid format (in Cigref's offices and remotely), the Cigref Chairman and the Chair of the Supplier Relationships Club returned to the Covid-19 health crisis and its impact on the needs of CIOs and their dealings with digital service providers.

Due to the progression of the cloud in companies, special attention has been paid to the evolution of business practices in SaaS. Once again, Cigref was critical of the hyperscalers' business model as detrimental to the economy and their customers.

03rd

**Press
conference**
on supplier relationships



**Thomas
KURIAN**
Google Cloud
CEO

The Cigref board and members are regularly invited, when the opportunity presents itself, to **meet executives from major digital services publishers and providers** to share their strategic pictures.

Hence **Thomas Kurian**, Google Cloud CEO, **was the guest of the Cigref board of directors on 23 January 2020** to discuss the commercial outlook, technology investment and the value of Google Cloud services. As head of Google Cloud since February 2019, Thomas Kurian consequently presented his view of cloud computing as infrastructure, service platform and set of solutions by industry sector, and answered questions from Cigref board members.

| Cigref's team



Cigref
SUCCEED
WITH DIGITAL



The whole team would like to warmly thank **Thibault Luret** who, after brilliantly overhauling Cigref's communication over the last 3 years, is leaving for pastures new.



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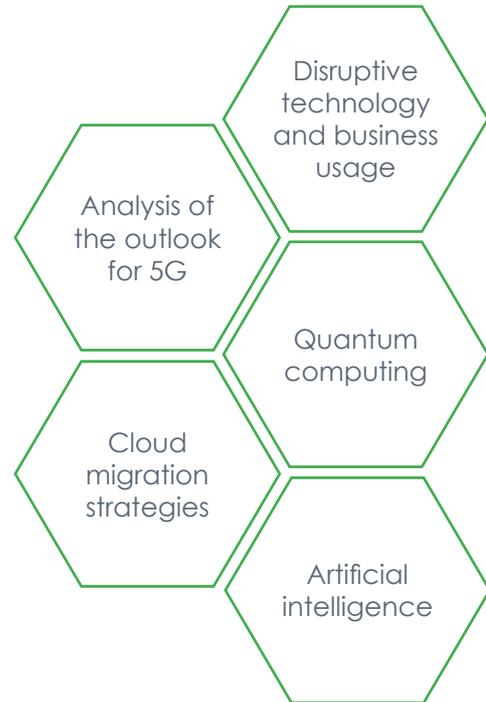
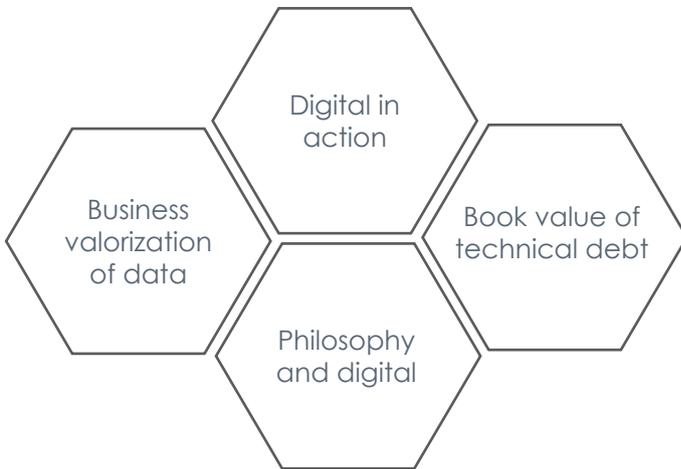


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Agenda 2020/2021

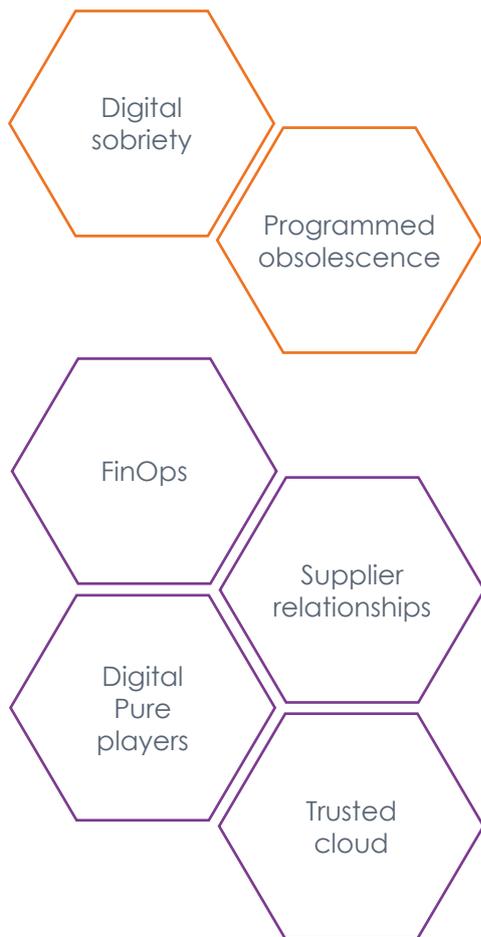
Presented according to the five transformation fields in the Strategy Direction Report published by Cigref, and available on cigref.fr



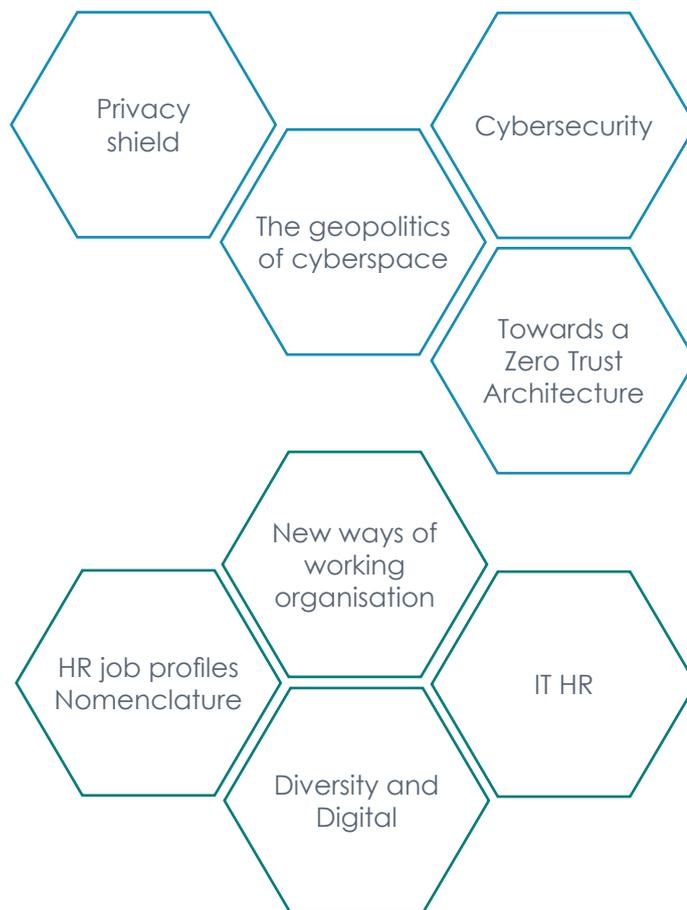
00 Context and strategy

01 Technological challenges and new applications

02 Technology and environment



03 Cyber risks and geopolitical challenges



04 Digital providers and services

05 New ways of working and employees commitment



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