

The cover features a dark blue background with a large white '2021' on the right. An orange square on the left contains the text 'ACTIVITY REPORT'. A white circle in the lower-left contains the 'Cigref' logo and the tagline 'SUCCEED WITH DIGITAL'.

ACTIVITY REPORT

20 21

Cigref
SUCCEED
WITH DIGITAL



CONTENTS

02	Editorial by the Chairman
10	Cigref in figures
11	Three activities, one mission
12	Ten key moments of collective intelligence
14	Ten key influencing initiatives
16	Cigref's work
18	Digital challenges and new use cases
22	Digital technology and environment
24	Cyber-risks and geopolitical challenges
28	Digital services and suppliers
32	New forms of work and staff engagement
36	Cigref governance and team
38	2021-2022 work plan

EDITORIAL

Bernard Duverneuil
Cigref's Chairman



DIGITAL FUTURES

After five years as President of Cigref, it was time for me to hand over. By the time you read these lines, our association will have appointed its new President, who, with a renewed Board of Directors, will be responsible for setting it in on a new trajectory; this will, of course, always be with the aim of serving our members, and always in line with a philosophy of shared benefit. At the end of these five years as Cigref's President, looking back on the work accomplished under the collective impetus of its Board of Administration and the dynamic efforts of its General Delegation, and despite the multiple crises that have deeply marked French society and its economy, I am proud of the progress made by our association, and confident in its future. Five years is no small feat! And I propose to make a short assessment, without any claim to exhaustiveness, and well aware that much remains to be done or continued. **The objective is to try to shed light on the digital prospects available to our members today, through eight flagship projects that Cigref has conducted over the past five years.**

MODERNIZING CIGREF 1.

The first project, which I undertook immediately upon taking up office, concerned the modernisation of Cigref, both with our members and with the digital ecosystem. Our association was obviously suffering from an image issue that we have sought to reduce, particularly in view of Cigref's jubilee celebrations in 2020 – despite the fact that these celebrations were thwarted by the health crisis. Conversely, this period also provided an opportunity to renovate our practices and premises, and to set up online voting for our General Assembly. The modernisation of our association has also resulted in the overhaul of its articles of association, in 2019, to strengthen the clarity of its corporate purpose and improve the transparency of its governance.

.2 AN INFLUENTIAL CIGREF

The second project aimed to consolidate, structure and ultimately bring to an end the existing problems in our relations with suppliers, including in particular unfair practices among suppliers and the obvious imbalances which erode the confidence which should be placed in them, as required by our members. These efforts are in the first instance directed at the suppliers themselves – mainly publishers or operators of cloud services, through the work of the “Supplier Relations” club – but also towards public authorities, both at national and European level. This long-term initiative most prominently took the form of the establishment of an annual Cigref press conference on the subject, which received plenty of coverage in the specialized press and the economic press. This undoubtedly had the result of improving Cigref's visibility and influence within the digital ecosystem.

NEW STRATEGIC APPROACH 3.

A third, and especially vital, project for our association is the task of overhauling its strategic thinking process in order to make it more agile and responsive amid a context of growing uncertainties and rapid changes in geopolitical, technological and social factors. Now included as part of an annual cycle rather than a five-year plan, this strategic approach is inspired by best forward-looking practices and is the subject of the annual publication of a Strategic Orientation Report to tie in with our General Assembly. This high-quality document details the current state of our thinking, led by a Cigref Strategic Orientation Board with the equal participation of Cigref administrators and qualified individuals from outside our association. The objective is twofold: to inform the Cigref Board of Administration on the development of our association's activity plans, and to offer our members a methodological framework to shape their own thinking on changes in their digital practices in a world faced with multiple ecological, geopolitical, economic, social and technological changes.

.4 TRUSTED CLOUD

The fourth project run by Cigref in recent years has consisted of building a structured doctrine of the trusted cloud, consistently dovetailing a political and European vision with industrial and operational issues. For more than three years now, Cigref has been involved in characterising the needs of large organisations in terms of a trusted cloud in the threefold areas of digital security, immunity to extra-European legislation and users' control over their dependencies on their suppliers' solutions and services.

In addition, Cigref has resolutely invested in the Gaia-X project, mobilising its members with an interest in the goals of this process of creating a framework for European cloud-based trusted services offerings. As such, the Secrétaire d'Etat chargé de la Transition numérique et des Communications électroniques, Mr. Cédric O, has entrusted Cigref – in partnership with the Pôle de Compétitivité Systematic Paris-Région and the Académie des Technologies – with the task of organising and running the France Gaia-X Hub for the benefit of all French stakeholders with an interest in the goals pursued by the Gaia-X association.

CHANGING THE DIGITAL SECURITY PARADIGM 5.

Our fifth project is just as strategic as the previous one, having assumed critical importance over the past two years, and **concerns digital security**. The members of Cigref are exasperated by levels of cybercrime that are proliferating amid a context of virtual impunity, with an ability to commit crimes that is growing faster than the ability of the criminals' victims to protect themselves, despite the fact that those victims have all made very substantial efforts to strengthen their protection. In response to this growing concern among its members, Cigref is therefore committed to engaging public authorities and the digital industry with the aim of effecting a paradigm shift in digital security, making suppliers accountable by imposing minimum standards of security by design and operational security over the entire life cycles of digital products and services. This project will undoubtedly require concerted effort by our association for several years to come if we are to build an appropriate response from the ecosystem.

.6 ACTING AT EUROPEAN LEVEL

The sixth project concerns Cigref's ability to act at European level, given that the themes we are addressing can now only be dealt with on a continental scale amid the geopolitical and technological context of fierce competition between the United States and China. To this end, we have endeavoured to establish a direct working relationship with the main European representative associations, particularly in Germany, the Netherlands and Belgium, to collectively address our concerns. In addition, we have worked at this level to develop our capacity for dialogue with the institutions of the European Union, in particular regarding the Digital Markets Act, and over the coming months on the Data Act and the Artificial Intelligence Act. Our ambition in this area is to pool our efforts with our European partners to promote the interests of our respective members by anticipating the effects of regulation on their digital activities.

FOR SUSTAINABLE DIGITAL TECHNOLOGY 7.

The seventh project is undoubtedly the most important, and the most far-reaching. How can we limit the impact of digital technology in terms of its consumption of carbon resources and energy? What positive contributions, however modest, can digital technology provide for energy transition, sustainable activity and environmental responsibility policies? Cigref is working to develop and drive a collective thinking process on these themes of digital sobriety, and to contribute to initiatives for the digital ecosystem, in particular as a partner of Planet Tech'Care, an approach initiated by our friends at Numeum with the Conseil national du numérique and French government support.

.8 PROMOTING TALENT!

The eighth and last project is the mother of all digital battles, covering training, skills and talents. Without sufficient numbers of well-trained women and men in the digital sector, nothing will be possible. The increasing shortage of the skills needed to support, manage and produce digital change among our members is having a very direct effect on their ability to maintain their competitiveness and performance. In the face of a lack of attractiveness of digital professions, the academic system's struggle in providing high-quality training to the full number of professionals needed by the economy, and a prevailing social determinism which has tended to keep women away from these professions, Cigref is attempting to address the different dimensions of a crisis which we are convinced can only be resolved by a comprehensive public policy involving all players. This is why we are in dialogue with the academic world, with the Conférence des grandes écoles and the Conférence des présidents d'université, that we initiated the creation of the Femmes@Numérique foundation, and continue to expand the list of IT professions and associated skills in order to represent the growing diversity of needs expressed by Cigref members.

At the end of this review – despite the fact that Cigref needs to remain humble because the story has not only been one of constant success, and because there is still so much to do – I still believe we can collectively be proud of the progress made and the legitimacy Cigref has acquired in the digital ecosystem. It is the fruit of substantial collective work, orchestrated and implemented by an exceptional General Delegation and permanent staff, whom I would like to thank warmly here.

I also wish to thank the administrators for their commitment and constant support. I have full confidence in the ability of my successor to maintain the same course and meet the many digital challenges for the benefit of our members and in the interests of the common good. In this way, through work, openness and determination, we will be able, collectively, to build the sustainable, responsible and trusted digital future that we are calling for.





151

Members

243

Media coverage and
public interventions

89%

Attendance
at meetings

14 000

Network
subscribers

147 000

Visits to
www.cigref.fr

67 000

Publications
downloaded

The 152 major French corporations and public administrations that are members of Cigref and **users of digital solutions and services**, are representative of French economic activity and its various business sectors (banking, insurance, energy, distribution, industry, services, etc.).

KEY FIGURES

THREE ACTIVITIES, ONE MISSION

Cigref's purpose is to **"increase large businesses' ability to adopt and master digital technology."** To achieve this mission, Cigref relies on three 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 technology.

Its members share their experiences in working groups in order to establish best practices.

INTELLIGENCE

Cigref takes part in collective dialogue surrounding the economic and social issues raised by information technologies.

Founded more than 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 companies' legitimate interests are understood and respected.

As an independent body in which practitioners and actors can discuss and create, Cigref is a central player recognised by its whole ecosystem.

COLLECTIVE INTELLIGENCE

Ten key dates for Cigref

October 13, 2020

General meeting

50 years of Cigref

February 3, 2021

CIOs' breakfast

Introduction to SOLAINN, the digital solutions marketplace in France

November 26, 2020

Digital sobriety conference

as part of Cigref's partnership with Planet Tech'Care

March 18, 2021

Digital geopolitics circle

"Digital sovereignty" With Théodore Christakis, Bernard Benhamou, Guillaume Klossa and Marc Mossé

February 10, 2021

Philosophy & Digital circle

"From transhumanism to post-humanism: technological fantasies and imaginary futures" with Jean-Michel Besnier

April 15, 2021
Spring Seminar
by Cigref with the
Representatives and
Delegated Representatives

May 05, 2021
Cybersecurity circle
"Governance of digital
security"

May 07, 2021
Diversity and Digital Tech circle
"The place of women in IT in
Europe" with the DiversIT Charter
Team and Saskia Van Uffelen

June 08, 2021
Philosophy & Digital circle
"Promises and ambiguities of
digital trust"
with Jacopo Domenicucci

July 05, 2021
Leadership dinner
attended by Cigref's
Representatives

INFLUENCE

Ten key actions by Cigref

November 13, 2020

**Letter to Prime
Minister Jean Castex**
on digital security

March 11, 2021

**Publication of the Cigref
position paper on the
DMA (Digital Markets Act)**
on the European
Commission website

February 02, 2021

**Letter to Bruno Le Maire,
Ministre de l'Économie, des
Finances et de la Relance**
on the trusted cloud

January 22, 2021

Gaia-X France Hub
First plenary session

March 18, 2021

**Interview with Jean-Claude Laroche,
Vice-president of Cigref**, by the
information mission of the Conférence
des Présidents de l'Assemblée Nationale
“Building and promoting national and
European digital sovereignty”

April 13, 2021
Launch of
FairSoftware.cloud
with CISPE

May 7, 2021
Gaia-X France Hub
Second plenary
session

April 29, 2021
Interview with Bernard Duverneuil,
Chairman of Cigref, by La Commission
Supérieure du Numérique et des
Postes, on digital security

May 17, 2021
**Speech by Bernard
Duverneuil, Chairman
of Cigref**, during
the Government's
presentation of the
national strategy for the
Cloud

July 5, 2021
Cigref webinar on the topic
of **Digital security: changing
the paradigm**

05

Areas of
transformation

09

Circles

16

Working groups

04

Task forces

03

Clubs

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

Cigref has structured its work around its new strategic approach, introducing more foresight, dynamism and agility into the association's thinking, based on the five fields of transformation identified in **Cigref's Strategic Orientation Report 2020**.

In 2021, we continued our forward thinking by updating the five areas of transformation identified in 2020. We have also developed four scenarios for the 2030-2035 timeframe. Each of these scenarios is illustrated by a future-themed short story. The 2021 Strategic Orientation Report was published on October 13, 2021 in parallel with the Cigref General Assembly.



OUR ACTIVITIES

Field 1

TECHNOLOGICAL CHALLENGES AND NEW USE CASES

Disruptive technology and business use cases. The aim of this circle was to explore and identify technological breakthroughs that will impact companies' business and to promote their implementation and use in the company



Leader: Bruno ANNIC, Group CIO of SADE

Quantum computing. Having been interested for 3 years in technology and then in ecosystems, Cigref has explored the possible applications of quantum computing with several testimonials from companies and startups in the world of aeronautics, the pharmaceutical industry and security, military and energy distribution sectors.



Leader: Jean-Michel ANDRÉ, Group CIO – VP IT SEB, Administrator of Cigref

Creating business value from data. Through testimonials in very diverse contexts (industrial, customer, open data, etc.), participants were interested in the methods, approaches and processes that allow effective valuation at the end of the chain, but also to bring out needs that are not spontaneously expressed by business departments. The issues of governance, life cycle, security, regulation and stakeholders in relation to data were also discussed. The ultimate analysis is that data must be understood and managed as an asset in its own right, the ownership of which is not exclusive to a particular group, as all the actors are required to work together to prepare the data for a given use. And yet, questions remain: is a data item a piece of information or a product? For internal or external use? Entering or leaving the company?



Leader: Christophe LERAY, CIO, Groupement des Mousquetaires, Administrator of Cigref

Cloud migration strategies. All companies are currently carefully considering, or actually at the stage of implementing, a cloud migration strategy to modernise and optimise their software base. However, many questions arise about the migration process: governance, decision trees, reorganisation, etc. The specific history of each company means that each migration to the cloud is a special case and requires knowledge of experience feedback from other companies.



Read the “Strategies for migrating IT to cloud computing” report

Also available in French via the “Nos publications” page



Leaders: Jean-Christophe LALANNE, EVP IT Air France KLM, Vice-President of Cigref and Stéphane ROUSSEAU, Group CIO of EIFFAGE, Vice-President and Treasurer of Cigref

FinOps strategy in cloud migration. In December 2020, Cigref ran a discussion process and several experience-sharing sessions with its members on their FinOps approach: governance, skills, processes, tools, etc.



Leader: Christophe LEBLANC, Group CIO of Société Générale, Administrator of Cigref

Artificial intelligence. The AI Circle monitors the challenges of implementing AI techniques in large organisations. The Circle was interested in the issues of industrialising AI projects, AI governance, the impact of digital and voice assistants on business models and the transformation of professions, Open AI; and lastly, future challenges for regulation at European level in relation to the IA Act.



Leaders: Lionel CHAINE, CIO of BPI France, and Mohamed KAROUIA, CIO of the Société du Grand Paris

Publication of the “Managing IT debt and obsolescence” report. Amid the current context of digital transformation, IT debt and obsolescence in companies is tending to increase and become an increasingly strategic issue not only for IT departments, but also for General Management and business units. The “Managing IT debt and obsolescence: Preserving the agility, security and innovation capacity of IS” report, published in May 2021, provides assistance in understanding the phenomenon of debt and IT obsolescence, and some good practices allowing better control over it.



Read the “Managing IT debt and obsolescence” report
Also available in French via the “Nos publications” page



Leader: Franck DENIÉ, CIO of Pôle Emploi

Analysis of the outlook for 5G. To tackle these challenges, Cigref and Futuribles International have joined forces to study and forecast 5G's future in 2030 with the goal of highlighting potential trajectories and providing members with the information (or at least some of the information) needed to take decisions. In this report, published in late June, Cigref also shares the five key messages arising from its analysis which determine the future of 5G.



Read the “The outlook for 5G in 2030 in France and Europe” report
Also available in French via the “Nos publications” page



Leaders: Djilali KIES, CIO of TDF and Gilles LÉVÊQUE, Group CIO of ADP and Administrator of Cigref. For Futuribles, led by Anne LUCAS, ACOME.

Field 2

DIGITAL TECHNOLOGY AND ENVIRONMENT

Digital sobriety. Having published an initial report, “Digital sobriety: a responsible business approach”, dedicated to raising awareness and best practices for deploying digital sobriety last year, the digital sobriety working group took an interest in managing digital sobriety by means of measurement, as well as the positive effects of digital technology to assist in ecological transition. The report, to be published at the end of 2021, will also provide a framework for existing measurement tools by IS component, the value of which will be confirmed by participants.



Read the “Digital Sobriety” report

Also available in French via the “Nos publications” page



Leaders: Christophe BOUTONNET, Deputy Director of Digital for the Ministries of Ecological Transition, Territories and the Sea, Hervé DUMAS, CTO of L'OREAL, and Jean-Christophe CHAUSSAT, Chief Officer for Sustainable Development and Digital, Chief Officer for the IT Department of Pôle Emploi and Chairman of INR

Software and hardware obsolescence. Companies are faced with the phenomena of software and hardware obsolescence, often driven and exploited by digital solution providers, despite the fact that this situation penalises companies in terms of security, cost control, limitation of environmental impacts and preservation of resources. This think tank provides 3 worksheets: an inventory of the laws for challenging obsolescence, internal recommendations with practical measures for implementation in Purchasing and the ISD in particular; and lastly, a commitment charter to reduce the phenomenon of software and hardware obsolescence, aimed at suppliers of digital products and services.



Read the “Software and hardware obsolescence” report

Also available in French via the “Nos publications” page



Leader: Olivia BERTOUT, Digital CSR leader at ADEO

Field 3

CYBER RISKS AND GEOPOLITICAL CHALLENGES

Letter to Jean Castex on “The economy at the risk of cybersecurity”. On November 13, 2020, Cigref sent a letter to Prime Minister Jean Castex with a warning about prioritising the economy ahead of cybersecurity, urging the implementation of public policies to strengthen digital security, and to bolster human and financial resources for combating cybercrime.



Re-read the official communication from Cigref
“The economy at the risk of cybersecurity”

“Digital security: changing the paradigm”. This webinar was held on July 5, 2021, in collaboration with numeum, to publicise and promote the proposals made by the OECD on strengthening the security of digital products and services, in their February 2021 “Enhancing the digital security of products” publication, supported by ANSSI and the Paris Call.

Cybersecurity Circle. The Cybersecurity Circle brought together representatives of Cigref member companies around several key themes:

- Police and judicial process in response to cyber attacks
- Governance of digital security in business
- Microsoft Active Directory Security
- Training companies to manage a cyber crisis
- Approach to cyber insurance through statistical studies

Preliminary study on the identification of critical IS components, with the support of the I-Tracing cybersecurity firm, in collaboration with ANSSI.



Leader: Jean-Claude LAROCHE, CIO of Enedis, Vice-president of Cigref

Towards a Zero Trust Architecture. The concept of Zero Trust is based on the idea that it is always necessary to verify the identity of users before giving them access to applications, often summed up by the instruction: “Never trust, always verify” – in relation to all access requests. This has impacts on areas such as identity management, the security scope and the corporate internal network. This working group involved experts from Forrester, Microsoft, Akamai, Wavestone and discussed the types of projects that member companies could implement.



Read the “Towards a Zero Trust philosophy” report
Also available in French via the “Nos publications” page



Leader: Thierry BORGEL, Group CIO of Icade

Paris Call – Working Group 6. The Paris Call is a high-level declaration launched by French President Emmanuel Macron in November 2018, which has become the largest multi-stakeholder cybersecurity initiative in the world, with more than 1,100 supporters. In line with the 6th principle of the Paris Call, Working Group 6’s goal is to obtain a broad perspective on the issue of digital supply chain security, spotlighting existing initiatives and their implementations.



Read the report from the Paris Call working group 6
Also available in French via the Paris Call website



Leader: Arnaud COUSTILLIÈRE, Chairman of the Cyber Centre of Excellence & Cigref representative for the Paris Call

Privacy Shield. The invalidation of the Privacy Shield by the Court of Justice of the European Union in the summer of 2020 created a risk of GDPR non-compliance which could lead to an attack on the security and confidentiality of company data exchanged with the USA. The work carried out in this task force made it possible to share understandings and solutions regarding the compliant exchange of data with the USA. A set of recommendations will be made in a Position Paper in autumn 2021 aimed at the French and European authorities.



Leader: Laurent TRELUYER, CIO of AP-HP, Administrator of Cigref

Publication of the report on digital issues in China. China is already a key economic and technological power which can boast a very dynamic internal market and figurehead companies who are increasingly established internationally. Cigref's members wanted to conduct a study to understand the digital issues in China, by understanding its ecosystem, which is very different from ours, its technological strategy, its Cloud players and its regulations. The Cigref report "Understanding digital stakes to support business in China", published in April 2021, provides some keys to understanding the Chinese digital world.



Read the "Supporting business in China" report

Also available in French via the "Nos publications" page



Leader: Jean-Michel ANDRÉ, Group CIO - VP IT of SEB, Administrator of Cigref

Digital Geopolitics Circle. Cigref wanted to provide a platform to several key figures with different visions of digital sovereignty, in order to offer Cigref members a panorama of the various meanings that this concept covers, and allow them to form their own judgement. Cigref had the pleasure of welcoming:

- Théodore Christakis, Director of the Centre for Studies on International Security and European Cooperation at the Université Grenoble-Alpes;
- Bernard Benhamou, Secretary-General of the Institute for Digital Sovereignty;
- Guillaume Klossa, Director and Vice-President of the Tribvn group, founder of EuropaNova and former sherpa to the European Council;
- Marc Mossé, Director of Legal Affairs and Public Affairs Europe at Microsoft.



Leader: Jean-Christophe LALANNE, Group CIO, EVP IT Air France KLM, Vice-President of Cigref

Field 4

DIGITAL PROVIDERS AND SERVICES

Supplier relations. Cigref has continued to co-ordinate its 7 permanent working groups dedicated to relations with AWS, Google Cloud, IBM, Microsoft, Oracle, Salesforce and SAP, meeting once per quarter. Each meeting provides an opportunity for a privileged exchange with the supplier, then between members of Cigref. Cigref has also approached several other suppliers because of their commercial eagerness during contract renewals, including CEGID and Broadcom. A meeting with the leaders of TalentSoft highlighted the problems encountered by CIOs.



Leader: Philippe ROUAUD, CIO of France Televisions , Administrator of Cigref and President of its Supplier Relations Club

Digital Markets Act. On December 16, 2020, the European Commission published a proposal for a regulation with the objective of bringing more competition to digital markets by creating obligations and prohibitions for systemic economic actors described as gatekeepers. Cigref has set up a task force to monitor and actively contribute to the European tripartite talks on the text, which it hopes will reduce unfair practices by large digital service providers. Cigref has produced several position papers – some of which have been co-signed with its European partners – and proposals for amendments.



Cigref position paper on the DMA (Digital Markets Act)

Read the document on the European Commission website



Leader: Franck LE MOAL, Group CIO of LVMH and Administrator of Cigref

The 10 “FairSoftware” principles charter. A number of major publishers impose software licensing terms that limit choice and the ability to transformation for companies that migrate to public cloud services. On April 13, 2021, based on this shared observation, and with the aim of providing momentum for the forthcoming “Digital Markets Act”, Cigref and CISPE published a charter of ten principles for granting fair software licenses in the cloud. These principles aim to promote innovation, choice and growth in the digital economy.



All about the “FairSoftware.Cloud” charter
access the website



All about the “FairSoftware.Cloud” charter
read the press release

Gaia-X France Hub. As part of the construction of Gaia-X, French Secrétaire d'Etat chargé de la Transition numérique et des Communications électroniques Cédric O, entrusted Cigref and its partners with the task of organising and running the Gaia-X France Hub. Its mission is to make Gaia-X known in France, bringing together all interested stakeholders so that they can work collectively to develop use cases that take advantage of Gaia-X. The France Hub also ensures coordination and dialogue with the Gaia-X association and the other national hubs. The France Hub is currently incubating 12 Working Groups (WGs), several of which are already European data spaces. Most WGs have produced their roadmaps and are tackling the project phase, which aims to implement the first use cases.

Trusted cloud. The working group started off by confirming the shared expression of needs, from two different points of view; legal, with the conditions for trust; and functional, with a service offering. It also presented drivers to provide the trusted cloud with a practical shape, and confirmed the potential of the trusted cloud market. These conclusions were shared in a letter addressed to Bruno Le Maire, Ministre de l'Économie, des Finances et de la Relance.

The WG then developed the trusted cloud benchmark in order to qualify the cloud offers seeking certification on the European market. The benchmark is broken down into three pillars: security, immunity to extra-European legislation, and control over users' dependency on their providers of cloud solutions and services. These criteria are derived from several standards, both French and European (SWIPO, SecNumCloud, Gaia-X, EU Cloud CoC), to which legal and geopolitical immunity requirements are added. This "user"-built framework has been shared with Gaia-X and its national hubs in order to direct Gaia-X's work towards trusted cloud labels.



Read the Trusted Cloud reference document

Also available in French via the "Nos publications" page



Leader: Vincent NIEBEL, CIO of the EDF Group

Field 5

NEW FORMS OF WORK AND STAFF COMMITMENT

The HR IT Circle is a space for sharing experiences and dialogue between HR IT professionals. One part of its focus is directed towards strategic workforce planning. This now provides an opportunity to facilitate digital transformation plans, as well as identifying talents in a desire to reinforce skills or to manage employee career paths. It has also examined performance management, leading to the implementation of new approaches to strengthen the link between managers and their teams and to measure and develop their motivation by taking their soft skills into account in particular amid a context in which agility is an increasingly common feature of projects. Finally, the Circle took an interest in the IT Academies, which are developing with the objective of giving employees the means to expand their talents to shape the future of the company, but also to attract company employees into IT, principally in order to strengthen IT skills and profiles in areas of innovation or core business (AI, data, cloud, security, networks, etc.).



Leader: Jean-Christophe LALANNE, EVP IT Air France KLM, Vice-President of Cigref

The Diversity & Digital Circle aims to share approaches and experiences aimed at promoting gender balance and diversity in IT departments and inform them of the work of the Femmes@Numérique Foundation, of which Cigref is a founding member. A meeting to introduce the projects launched in this way was held this winter. In the recovery plan, the Circle also tried – unsuccessfully – to identify the points that target gender diversity issues related to digital transformation in training and retraining processes, as well as in recruitments. It also examined the place of women in IT in Europe, receiving testimony from Belgium's Digital Champion and representatives of the DiversIT Charter – an initiative led by CEPIS which brings together many women in IT from all countries in Europe.



Leader: Corinne DAJON, Member of the Group Management Committee in charge of information structure and systems at AG2R LA MONDIALE, Vice-president of Cigref

HR nomenclature. This working group continued its work to update the IT business profiles in the Cigref Nomenclature. Two new professions have been thoroughly revised: Contract Manager and Software Asset Manager (SAM). A presentation of the latest French version of the European digital competence framework (e-CF) was also made, foreshadowing future work to distribute these competences in the IT profiles of the Cigref Nomenclature. At the request of the participants, a session was also held covering the procedures for identifying soft skills and determinants of performance in the Nomenclature's job profiles.



Leader: Olivier CAIL, CIO of MAÏSADOUR

New work structures. Cigref has partnered with Syntec Numérique and Tech In France (now Numeum) to establish a methodology and best practices to support organisations in their transformation towards hybrid working methods aimed at ensuring better coordination between forms of remote, mobile, and on-site working. The key challenges are based on the ability to unite the collective while improving autonomy, the governance of “split” teams, the use of collaborative tools, remote management, training, reorganisation of workspaces, IT security and – lastly – well-being at work and the management of psychosocial risks.



Read the “New ways of organising work” report

Also available in French via the “Nos publications” page



Leaders: Corinne DAJON, Member of the Group Management Committee in charge of organisational structure and IS at AG2R LA MONDIALE, Vice-President of Cigref; Cyril MALARGÉ, CEO France Sopra Steria, Director of Syntec Numérique; Marie-Sylvia ACITO, HR Transformation and Managerial Director at Sopra Steria; Françoise FARAG, President of Salvia Développement and Treasurer of Tech In France



OUR PUBLICATIONS

Our publications are
freely available on the
Cigref website

Since 2018, all of our publications
have also been translated into
English!

#CIGREF



GOVERNANCE

Cigref, an association under the 1901 law, is managed by a Board of Administration of **fifteen administrators** at most, elected by the General Meeting from among the representatives of the active members. The term of office is three years.



Our warmest thanks to **Philippe Rouaud**, who has been committed to Cigref since 1999. Philippe has helped shape Cigref's influence strategy and has represented the Purchasing Club, and later the Supplier Relations Club, since its creation. As overseer of the "Relations with Microsoft" and "Relations with Oracle" working groups for more than 10 years, he has been able to create and maintain a climate conducive to transparency and dialogue with suppliers and Cigref members.

Cigref warmly thanks **Emmanuel Gaudin** for his involvement in the work of Cigref since 2009. Most prominently, Emmanuel has represented Cigref on the board of EuroCIO, taken part in many working groups, and led several, including groups on "Edge Computing and Post-Cloud Perspectives" and "Open Innovation", but also the "Supplier relations with Apple" work group.



After 49 years as management assistant at Cigref, **Josette Leman** has retired and received a Gold Medal for her work. Josette is Cigref's "living memory", having experienced every change in the association through her work with all the presidents and teams. Cigref is infinitely grateful to her.

After four years as project manager, then senior project manager, **Clara Morlière** is leaving Cigref to explore new horizons. Cigref thanks her for her involvement with members, particularly on cybersecurity and foresight topics, as well as for her international work; for example, within the framework of the Paris Call.

2021/2022 AGENDA

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

**Philosophy and
Digital Tech
circle**

**WG for IT Dept
Resilience**

**WG
Agilité @ Scale**

**IT Department
cost reduction
drivers WG**

**IT department
financial
performance WG
(with DFCG)**

**Digital
competences of
CAs WG (with IFA)**

**IA & Data
Club**

**Quantum
computing
circle**

AI circle

**WG for
No Code,
Low Code**

**Data & Analytics
Governance and
Architecture WG**

**Cloud
migration
strategies WG**

CSR and IT
Policy WG

Digital Sobriety
WG

Digital
Security
Club

Cybersecurity
circle

Response to
a massive
cyberattack WG

Supplier
Relations
club

Avoiding
supplier locking
WG

Unfair
supplier clauses
WG

Human
Resources
club

HR-IT circle

Diversity &
Digital circle

WG
HR job titles

Disruption in
IT Department
skills sourcing
WG

- Field 00 - Strategy and governance
- Field 01 - Technological challenges and new use cases
- Field 02 - Digital and environment
- Field 03 - Cyber risks and geopolitical issues
- Field 04 - Digital suppliers and services
- Field 05 - New forms of work and staff engagement



This report was produced by HandiPRINT, a sheltered employment company which employs 120 people with disabilities, and offers comprehensive printed document services. Further information: www.handi-print.fr



Cigref
www.cigref.fr
21 av. de Messine, 75008 Paris
+33 1 56 59 70 00
cigref@cigref.fr