

Capgemini UK Corporate Responsibility and Sustainability Report 2014/2015



People matter, results count.

Executive Summary



Welcome to Capgemini UK's annual Corporate Responsibility and Sustainability (CR&S) Report, which provides an overview of our progress in 2014 across four dimensions: Values & Ethics, Environmental Sustainability, Community Engagement and People Culture.

2014 has been an important strategic year for our CR&S programme, not least as it marked the conclusion of our initial set of environmental objectives set back in 2009. It was also a year which included a significant new partnership with the Wildfowl & Wetlands Trust (WWT), the Diversity & Inclusion agenda being formally added to the scope of Capgemini UK's CR&S board, the completion of our first global materiality assessment, as well as external recognition at the Sustainable Leaders Awards.

When we established our environmental objectives back in 2009, we deliberately elected to set ambitious goals whose achievability was in no way certain. Over the subsequent six years, we have learnt much about the nature of our environmental impacts and the feasibility of reducing those impacts. Our achievements have included the creation of Merlin, the world's most sustainable data centre, a 40 per cent reduction in office energy consumption, and the development of an innovative approach to the intractable challenge of business travel.

Whilst slightly short of our original aspiration, we are particularly proud to have achieved an absolute reduction of 22 per cent in our carbon emissions associated with business travel. This has been enabled by the implementation of our holistic approach to business travel, our TravelWell programme, which focuses on safety and well-being of our people alongside environmental impacts. In November, the TravelWell programme was once again recognised externally, this time as winner of the Sustainable Transport & Travel category at the Sustainable Leaders Awards.



Volunteers at WWT
London in Barnes

This report provides more detailed reflections on each of our original environmental objectives together with an overview of our future aspirations and next generation of objectives. At the heart of these new objectives is the concept of "net positive" and a desire to reduce three times as much carbon emissions in our ecosystem (with clients, suppliers and team members) as we generate through our own operations.

Our annual UK CR&S report also provides an overview of our Values & Ethics, Community Engagement and People Culture programmes. Some of our highlights in 2014 included:

- the launch of an important new partnership established with the WWT introducing an environmental dimension to complement our key community themes of employability, education and inclusion;
- the recognition of our approach to gender diversity with Capgemini positioned in the Top 10 private sector organisations in the Opportunity Now Benchmark; and
- Capgemini, once again, being recognised globally by the Ethisphere Institute as one of the World's Most Ethical Companies.

Further information about our approach to Corporate Responsibility and Sustainability can be found on our website at www.capgemini.com/sustainability

James Robey
Vice President
Group Corporate Responsibility & Sustainability Director



Team Capgemini at the Palace to Palace bike ride, completed in aid of The Prince's Trust

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1. Introduction

This report provides an overview of the highlights and achievements of Capgemini UK's Corporate Responsibility & Sustainability (CR&S) Programme in 2014. We have structured the report around our four strategic themes:

Values & Ethics

It's about who we are and the way we do business.

Built on a foundation of our seven core values, our code of ethics underpins our corporate culture and permeates all of our business practices, procurement behaviours and employee welfare policies.

Environmental Sustainability

We have a deep and measured understanding of our impact on the environment.

We recognise that while we do not manufacture products, the business services we provide can still impact the environment. We are working to reduce our environmental impacts from energy, business travel and waste, while raising awareness on the critical issues of sustainable development.

Community Engagement

We strive to have a positive impact on the communities in which we live and operate.

As a major global employer, we work locally, nationally and internationally with charities, non-governmental organisations (NGOs) and local authorities around inclusivity and skills for the future. Around the Group, we encourage the active involvement of our team members in community development.

People Culture

We aim to be the employer of choice for people who wish to flourish in a creative and diverse environment.

Our focus is on the professional development and wellbeing of all our people by ensuring that both our business practices and our facilities empower delivery excellence. We have a culture whereby we respect and value the diversity and creativity of all our people.

1.1 Governance

Established in 2007, Capgemini UK's CR&S Board continues to provide the overall governance for our UK CR&S Programme (see UK CR&S Governance Structure below). The Board is comprised of chief executive officers and other senior executives from our key Strategic Business Units. At an operational level, our Environmental Sustainability Programme is driven forward by the Sustainability Operations Leadership Team, which is led by our UK Chief Financial Officer. In addition, the UK CR&S Programme is aligned with a number of global networks:

- the Ethics & Compliance Officers' network, reporting to the Group Chief Ethics & Compliance Officer;
- the Corporate Responsibility & Sustainability Leadership network, comprising CR&S professionals from across the Group;
- the global Corporate Responsibility & Sustainability network, open to all our people; and
- the global client-facing Sustainability network, focusing on embedding sustainability into client service offerings.

CR&S Vision

To be leaders in sustainable excellence, through a bold and influential approach, positively impacting Capgemini's future, our clients, society and the planet.

UK CR&S Governance Structure



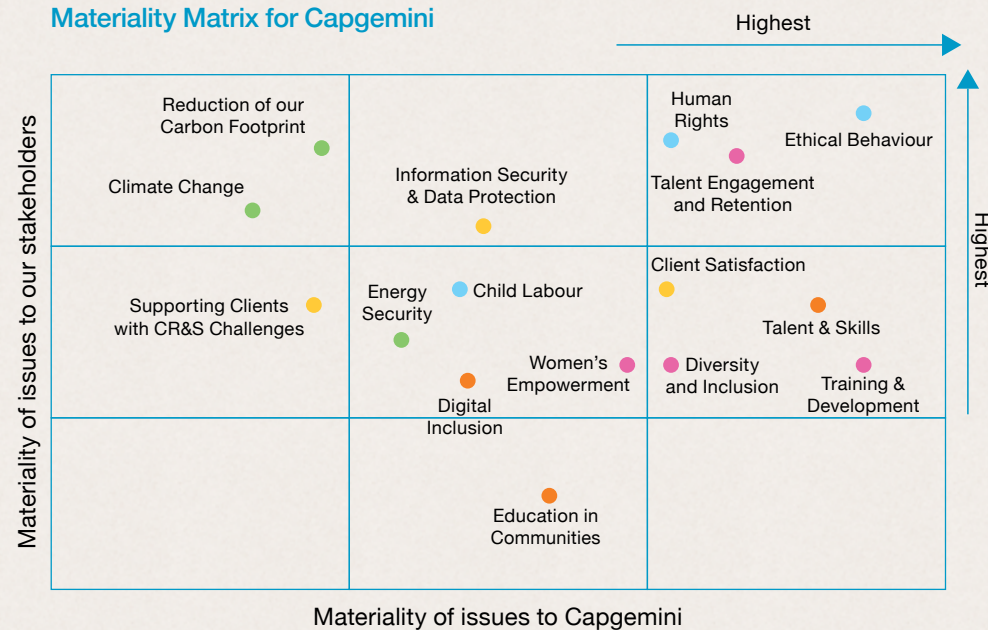
1.2 Materiality

CR&S can hold different meanings for different stakeholders. Recognising this, we have been improving our understanding of which aspects of CR&S are most important to our stakeholders - both internally and externally. This analysis, or materiality assessment, has been carried out across the Group through desk-based research combined with numerous interviews with our people, as well as with our clients and investors.

As a result of this process we have developed a materiality matrix (see *Materiality Matrix for Capgemini* below), which plots the level of importance attributed to different CR&S aspects by internal and external stakeholders. Material aspects are positioned in the matrix below based upon the views of external stakeholders (for the Y axis positioning) and internal stakeholders (for the X axis positioning).

Initial results are already helping to inform our future plans within the UK. The assessment has provided reassurance that our strategic areas of focus are broadly aligned with our stakeholders' expectations, but it has also revealed areas which may benefit from increased stakeholder dialogue. For example, the positioning of 'Climate Change' and 'Reduction of our Carbon Footprint' (top left on the matrix) is already leading to increased dialogue internally around the implications of these environmental topics.

Materiality Matrix for Capgemini



1.3 Scope

This report focuses on the CR&S activities of Capgemini UK for the calendar year 2014. The activities of our other UK businesses (Capgemini Financial Services and Sogeti) are not included within the scope of this report, though they are covered by our [Group Annual Report](#) and [Group CR&S Report](#).

In 2014, our 8,000 Capgemini UK team members delivered services from 21 of our facilities, as well as at numerous client sites across the country. We continue to engage with all our people, whether or not they are located on Capgemini sites.

Our ability to collect robust data and implement environmental improvements is limited at facilities outside our control. Consequently, client locations are not included within the scope of our environmental reporting. Nor do they fall into the scope of our ISO 14001 certification. However, our people are encouraged to adhere to clients' policies and environmental approach. The map to the right shows the facilities in scope for our environmental reporting.

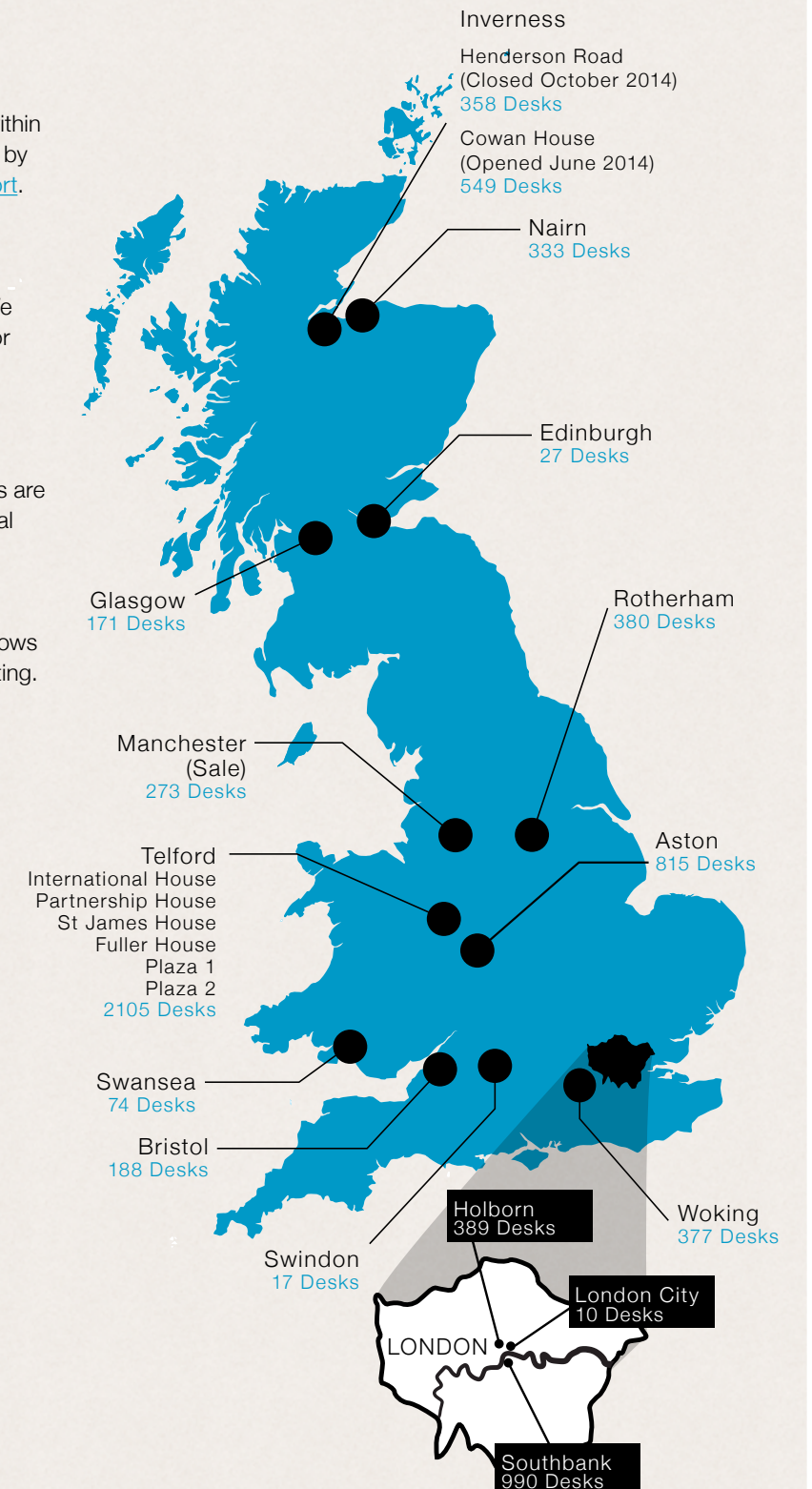
The following sites included in the baseline data set have closed since 2008:

Soho Square – 2010
Wardour Street – 2010
Theale data centre – 2011
Wynyard – 2011
Henderson Road – 2014

The following sites have been added to the scope since the 2008 baseline:

Swindon – 2010
Holborn – 2010
Partnership House – 2012
St James House – 2012
Fuller House – 2012
Plaza 1 – 2012
Plaza 2 – 2012
Cowan House – 2014

Capgemini UK Sites

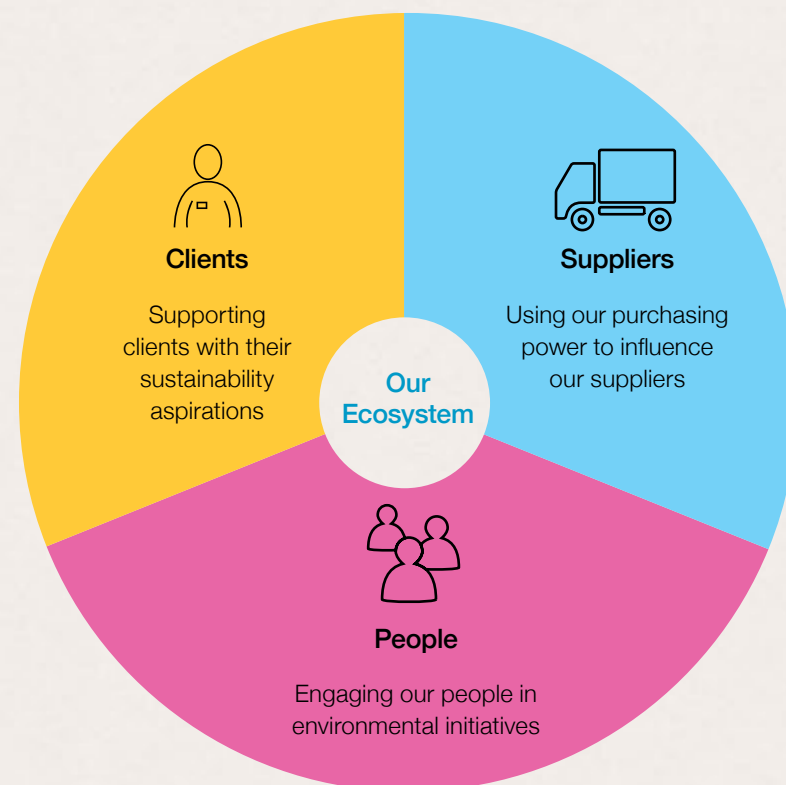


1.4 A Net Positive Strategy

We recognise that our impacts extend beyond our own operations and that some of the greatest potential for initiating positive change lies in our ability to support our clients, our suppliers and our people. By developing innovative and sustainable services (such as our Smart Energy Solutions) and establishing a robust supplier assessment process, we are already taking steps to encourage clients and suppliers to embed sustainability into their business processes.

In the past year we have committed to increasing our positive impact even further. Throughout 2014, we have been working with a group of leading companies supported by the Climate Group and Forum for the Future, to define what it means to be 'Net Positive' i.e. to be an organisation whose positive impacts outweigh its negative ones. The first area of focus for Capgemini is on considering how we can reduce carbon emissions within 'our ecosystem', which we define as our clients, our suppliers and our people (see diagram below):

Increasing our Positive Impact within our Ecosystem



Central to our new environmental objectives (outlined on page 23) is a bold commitment to reduce the carbon emissions within our ecosystem by at least three times our own carbon emissions by the end of 2017. Based on our current carbon footprint, this will mean working with our suppliers, our clients and our people to achieve a reduction of around 150,000 tonnes CO₂e per annum by 2017

A Value Networks Approach

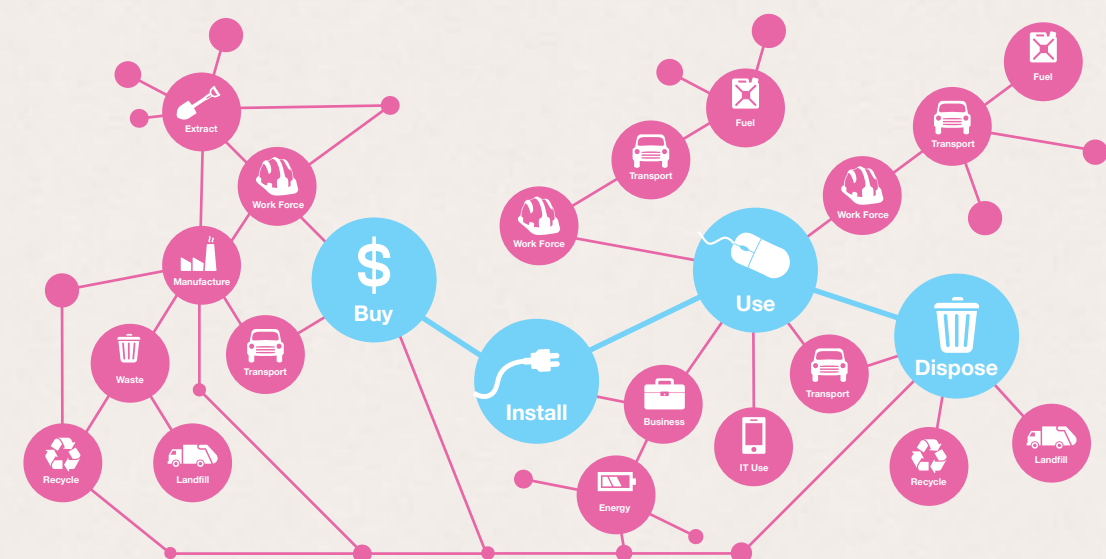
Building on thought leadership developed with Forum for the Future in 2014, Capgemini is currently developing a Value Networks approach. This is premised on the idea that collaboration between networks of individuals, groups and organisations can help tackle sustainability challenges that organisations cannot solve alone. Creating a sustainable value network means creating a network in which every participant (including the natural world) contributes and receives value in ways that sustain both their own success and the success of the value network as a whole.

Mapping out our own value network is helping us to understand how we can increase our positive impact with suppliers and business partners to ensure more sustainable outcomes for our clients. Using a value network lens through which to examine the lifecycle of IT equipment, for example, (see *Example Value Network for IT Equipment* below) allows us to prioritise areas where we can use our knowledge and influence to make a difference. It is often the forgotten ends of our industry, in manufacturing and IT disposal, that have some of the greatest environmental and social impacts.

During 2015, our initial focus will be on applying a Value Networks approach to our environment programme with a view to:

- Understanding closed loop opportunities within our sector (whereby outputs from one process can be input into another);
- Mitigating rising prices due to resource scarcity; and
- Helping suppliers reduce waste at manufacturing stages and end-of-life disposal.

Example Value Network for IT Equipment



"A Value Networks approach can reshape the context, helping organisations to set out the path to a sustainable future and create innovative winning propositions along that path. We were delighted to be able to develop that thinking further with Capgemini, and look forward to using the approach with them and others as we make the big shift to a sustainable economy."

David Bent
Director of Sustainable Business,
Forum for the Future



2. Values and Ethics

Since the formation of Capgemini in 1967, our culture and business practices have been inspired and guided by our seven core values: Honesty, Boldness, Trust, Freedom, Team Spirit, Modesty and Fun. These values sit at the heart of our approach as an ethical and responsible company and are the guiding principles by which we conduct our business both individually and collectively.



Our Seven Values on the wall at our Holborn Office



Capgemini Group was recognised again in 2014 as one the World's Most Ethical Companies by the Ethisphere Institute



Values & Ethics Week held across the Group to raise awareness of our policies and core values

2.1 Ethics & Compliance

Our ability to build trust with clients, shareholders, team members, suppliers and other stakeholders is critical to the continued success of our business. Within the UK, we have a designated Ethics & Compliance Officer who forms part of the Capgemini Group Ethics & Compliance network (coordinated by the Group Chief Ethics & Compliance Officer). In accordance with the Capgemini Code of Business Ethics, Anti-Corruption and Competition policies, this officer provides support and guidance enabling compliance with all applicable competition and antitrust laws. We reject any and all forms of bribery and corruption.

Our Code of Business Ethics supports and adheres to:

- The principles of the 1948 Universal Declaration of Human Rights and refuses the use of forced and child labour;
- The principles of the fundamental conventions on labour standards of the International Labour Organisation;
- The Organisation for Economic Co-operation and Development (OECD) guidelines for Multinational Enterprises; and
- The principles of the UN Global Compact Programme and the UN Global Compact 'Caring for Climate' and 'Women's Empowerment Principles' initiatives.

In addition, we have a dedicated 'Raising Concern Procedure', through which any of our people can seek advice and guidance, or report concerns on ethics and compliance issues (either to the UK Ethics & Compliance Officer and/or directly to the Group Chief Ethics & Compliance Officer in Paris).

Capgemini UK participated in a group-wide Ethics Week (September 29 - October 3), to raise awareness of our policies and core values. Using video clips, interactive games, polls and social media, we encouraged dialogue around how to manage ethical dilemmas and challenged our people to test their knowledge of our policies.

Capgemini was recognised for the third year running as one of the World's Most Ethical Companies by the Ethisphere Institute (2013, 2014, 2015).



2.2 Sustainable Procurement

Our UK sustainable procurement process involves a high degree of collaboration and engagement between all parties in the supplier base. We work only with suppliers who respect human rights and who trade within acceptable sustainability and ethical standards. Contractors and suppliers' employees are expected to work according to the same sustainability standards as our own people. In parallel, we treat contractors and suppliers with the same sustainability, health & safety and diversity standards as our own people.

We prefer to develop long-term, sustainable relationships with suppliers who have a proven record of actions and capability, both in terms of project delivery and in terms of sustainability, but we are also open to collaborating with new partners. We only work with suppliers and partners who accept and adhere to our core principles and have no serious convictions under relevant legislation. In the case of non-compliance with our sustainability and ethics requirements, we reserve the right to do no further business with a supplier.

A risk assessment of every supplier is carried out based on the Core Principles of Sustainable Procurement. Since March 2010, we have carried out assessments on approximately 4,400 suppliers. In 2014, we began the redevelopment our supplier risk assessment process. Our new assessment tool, which will be launched in 2015, will enable us to factor the commodity and size of enterprise into the approach we take to assess risk.

We also continue to carry out sample audits of suppliers in order to verify the responses to the assessment (for example, asking to see original ISO 14001 certificates). To date, we have completed over 50 of these audits, 13 of which were carried out on site. During 2014, we piloted an improved supplier audit process which we believe will enable us to build stronger and closer working relationships with our key suppliers, as well as supporting our new environmental targets for 2017 (our headline carbon reduction target places increased emphasis on working with our suppliers - see section 3.5 for detail). The improved format of the audit will involve calculating a baseline for the supplier's sustainability performance and working collaboratively with suppliers to identify opportunities to innovate and improve their CR&S performance.

In order to raise the profile of Small and Medium Sized Enterprises (SMEs) with our internal purchasing professionals, we have developed SourceSME, a comprehensive database of SMEs and their capabilities. We are working to increase the use of SMEs on our UK Government Client Accounts, in support of their aspiration to reach a 25 per cent spend with this group by April 2015.

3. Environmental Sustainability



"At Capgemini UK, we recognise that technology has tremendous potential to both mitigate the impacts of climate change and support the transition to a low carbon economy. We believe that our role, as a leading provider of technology and consulting services, is not only to minimise our own environmental impacts but to drive environmental innovation throughout our entire value network."

"As we have now reached the end of our first set of environmental objectives, 2014 has been an important year for reflecting on our progress since 2008 and setting out an ambitious vision for the future."

Matt Bradley
Head of Environmental Sustainability



Electric vehicle charging points installed at our Aston and Telford offices



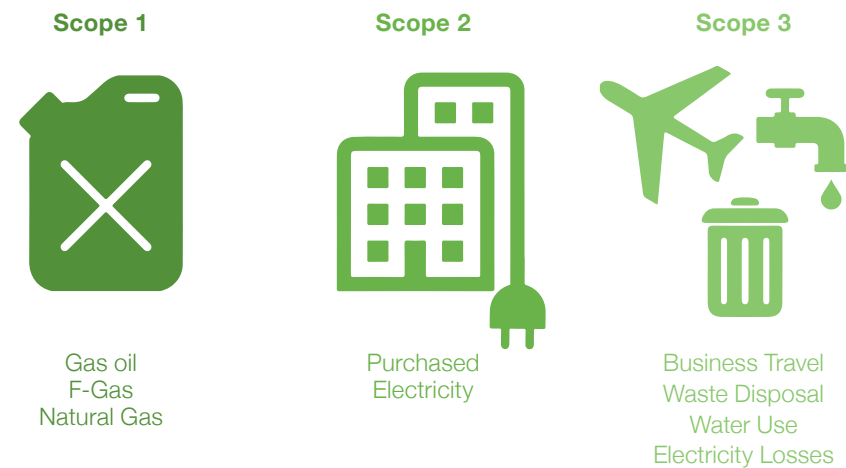
TravelWell won the Sustainable Transport & Travel category at the Sustainable Leaders Awards 2014

3.1 Our Environmental Impacts

Capgemini UK's most material environmental impacts result from our use of energy in our offices and data centres, our business travel, our office waste and the goods and services we procure. These impacts were identified as part of our Initial Environmental Review (IER) and are reviewed annually to ensure they remain relevant to the business. We manage these impacts, together with lesser impacts such as from water use, refrigerant gas loss from air conditioning systems, biodiversity and noise pollution, through our ISO 14001 certified (renewed in May 2015) Environmental Management System.

Our greenhouse gas emissions are measured and reported following the guidelines set out by the Greenhouse Gas (GHG) Protocol Corporate Standard¹. In line with the GHG Protocol, we report according to three scopes:

We aim to continuously improve our measurement and reporting capabilities. This year we have:



- expanded our Scope 3 reporting to include emissions from electricity transmission and distribution losses;
- extended our water reporting to include two additional sites; and
- corrected our refrigerant gas (F-gas) data following discovery of over-reporting (through the inclusion of non Kyoto Protocol gases).

To ensure a like-for-like comparison, we have restated our historic data and baseline data to reflect these changes.

The continued reliability of data has enabled the verification of our GHG emissions to the principles of the ISO 14064-3 standard for the third year running.

¹ Due to the timing of this report, we have not yet incorporated the new requirements contained in the GHG Protocol Scope 2 Guidance, which were published in January 2015.




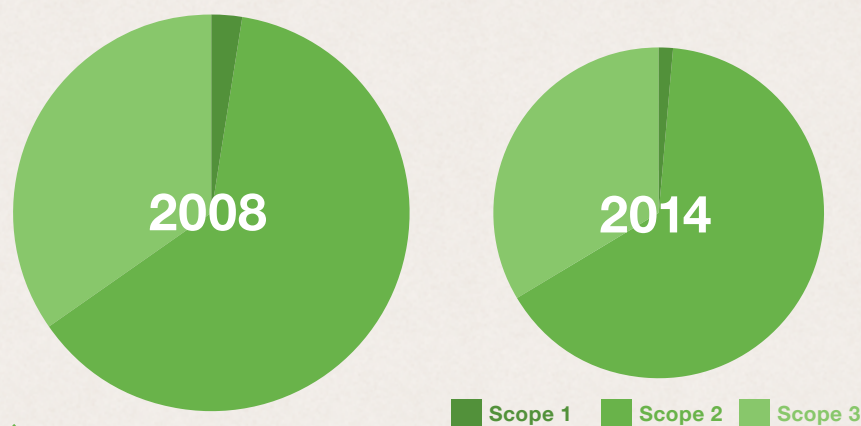
3.2 Environmental Performance


In 2014, Capgemini UK's total carbon footprint was 48,673 tonnes CO₂e which represents a one per cent reduction compared to 2013.

Despite the increased carbonisation of the UK electricity grid (the DEFRA electricity conversion factor was 11 per cent higher in 2014 than in 2013), we have continued to achieve a reduction in our overall emissions and our emissions excluding data centres.

Our final 2014 performance is summarised below. To ensure a like-for-like comparison with our 2008 baseline, we have excluded the five client-related sites in Telford which came under our ISO 14001 certificate in 2013 (full data including these sites can be found in Appendix A).


 **17% reduction in total emissions since 2008**



 **25% improvement in data centre energy efficiency since 2008**

 **40% reduction in office energy use since 2008**

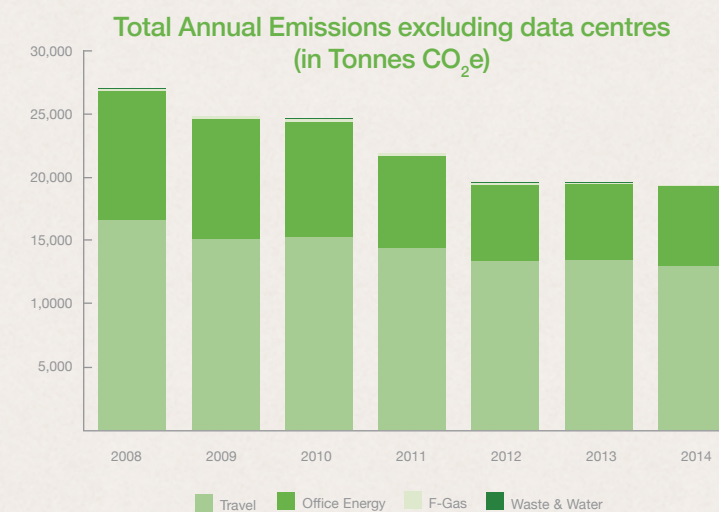
 **22% reduction in business travel emissions since 2008**

 **95% reduction in the volume of waste sent to landfill since 2008**

3.3 Progress Against Environmental Objectives

Objective 1: to reduce our carbon footprint from non data centre activities by 20% by the end of 2014

Emissions from our non data centre activities have fallen by 28.4 per cent against our 2008 baseline, and by 0.9 per cent since 2013.



This reduction, representing over 7,500 tonnes CO₂e, is primarily comprised of emission reductions from: energy use (3,773 tonnes CO₂e), travel (3,596 tonnes CO₂e) and F-gas (134 tonnes CO₂e). The most significant area of reduction is due to actions we have taken to reduce the energy use in our offices. These include both improvements to the fabric of our buildings, such as installing highly energy efficient heating, ventilation and air conditioning (HVAC) systems, as well as improved energy monitoring and management at each site.

In 2014, our office energy use was reduced by 5.6 per cent compared to 2013 (a reduction of over 800 MWh), primarily as a result of:

- implementation of an ISO 50001 certified energy management system;
- creation of energy profiles for several offices to improve understanding of how energy is used and how it can be minimised;
- installation of low energy LED lighting at Sale and Rotherham offices;
- upgrades to the HVAC systems at our Woking, Sale and Rotherham offices to reduce energy use and F-gas emissions.

This progress is not fully reflected in our performance against our target due to the application of DEFRA's latest electricity emission factor. As a result, our office energy emissions have increased by 4.9 per cent since 2013, in spite of significant reductions in energy use.



Status:
28%
reduction

TO REDUCE OUR
CARBON FOOTPRINT
FROM NON DATA CENTRE
ACTIVITIES BY 2014

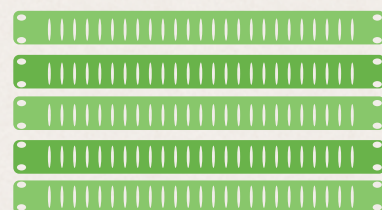


20%
(35% BY 2020)



Status:
25%
improvement

TO IMPROVE
**ENERGY
EFFICIENCY**



IN OUR DATA CENTRES
BY MORE THAN

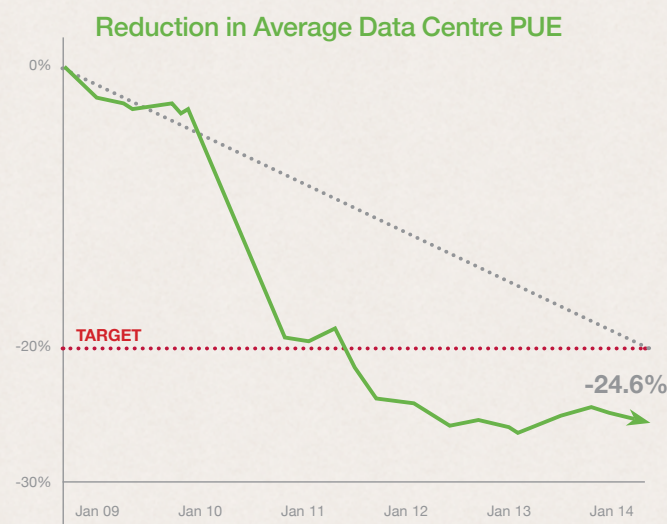
20% BY 2014



Objective 2: to improve energy efficiency in our data centres by more than 20% by the end of 2014

In 2014, the Average Power Usage Effectiveness (PUE) across our UK data centre estate was 1.66.² This represents a 24.6 per cent improvement since 2008.³

As a provider of IT outsourcing services, our data centres are a significant part of our business, hosting a large number of client services. In 2014, our data centres were responsible for more than half of our carbon footprint. They remain energy intensive because of the high concentration of IT equipment which both uses energy directly and generates heat which must be dissipated. We have invested heavily in measures to improve the energy efficiency of our data centres, resulting in a reduction of our own energy use and an ability to offer our clients class-leading environmentally sustainable data centre services.



Our data centres in both Swindon (Merlin) and Bristol (Toltec) have been approved as meeting the requirement of the 'EU Code of Conduct for Data Centres', in recognition of our efforts to reduce energy consumption whilst still delivering key data centre functionality.

In 2014, a key area of focus was on increasing our monitoring of client equipment to ensure unused kit is powered off. In addition, the isolation of five air conditioning units at Rotherham, together with adjustments to return air temperatures has been estimated to save around 1,200 MWh of electricity annually, with a cost saving of around £80,000. This 1,200 MWh saving is the equivalent of the electricity used to power over 280 houses⁴.

2. To measure the energy efficiency of our data centres, we use the PUE ratio, the standard industry measure how efficiently a data centre uses energy. As there is no standard method for measuring PUE for multiple data centres, we use a straight average of the PUE across our five data centres as our key metric.
3. The Average PUE data included in the graph and mentioned above has been restated as a result of a calculation error in data supplied to us by the landlord for 2008-13 (see Appendix A for annual PUE values).
4. See Energy Consumption in the UK, DECC (2014) <https://www.gov.uk/government/publications/energy-consumption-in-the-uk>

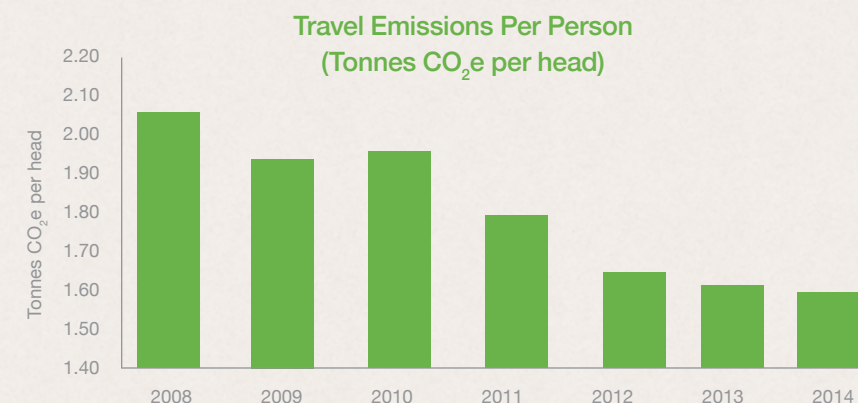
Objective 3: to reduce our carbon emissions related to business travel by more than 30% by the end of 2014

Business travel is a significant environmental impact for Capgemini, making up around a third of our carbon footprint. When our travel objective was set in 2008 we recognised that whilst it was an essential area of focus, it would always pose a significant challenge to the business. Travel to client sites is integral to successful service provision, as it can help to build and strengthen relationships with clients and ensure effective and efficient project delivery.

We are therefore proud to have achieved an overall reduction in annual travel emissions of around 3,600 tonnes CO₂e, a 22 per cent drop since 2008. Significant reductions have been achieved in car travel, our largest source of travel emissions (down 32% since 2008), as well as in domestic and short haul flights (down by 37%). The continued globalisation of our business over the last six years (the Group grew from over 86,000 people in 30 countries to over 140,000 people in over 40 countries) has posed a challenge and has significantly contributed to the increase in our long haul flight emissions (these are up by 13% since 2008).

Our progress in reducing business travel has been achieved by investing heavily in initiatives designed to encourage smart, safe and sustainable travel (and to challenge the need to travel). These initiatives are brought together under our award-winning TravelWell programme. The programme is sponsored by our Chief Financial Officer and continues to be recognised externally, winning the Sustainable Transport & Travel category at the prestigious Sustainable Leaders Awards in November 2014.

In support of our challenging reduction target, TravelWell has had a transformative effect on the way we do business over the last six years. The programme has facilitated the technology our people need to communicate effectively from any location, including audio and live meeting software as well as video conference facilities available across our sites.

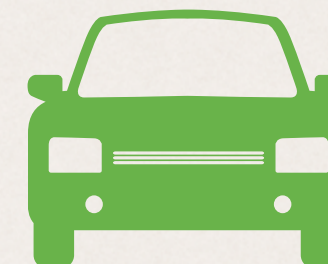


Status:
22%
reduction

TO REDUCE OUR
**CARBON
EMISSIONS**

RELATED TO
**BUSINESS
TRAVEL**

BY MORE THAN



30%
BY THE END OF 2014



Highlights from our 2014 TravelWell programme include:

- reintroduction of the Ride2Work cycle scheme to encourage cycling as a commuting option;
- reduction of the emissions cap on company cars to 135g CO₂ per km;
- electric vehicle charging points installed at Aston and Telford offices; an electric vehicle road show was held across several UK offices to demonstrate the viability of travelling using electric across the country;
- roll-out of Microsoft Lync to further enhance online and mobile communications;
- launch of eRail (our online rail booking platform) and installation of ticket printing facilities at four additional sites (now in place at eight sites) to make it easier for our people to plan and book rail travel; and
- introduction of TravelWell Innovation Days – regular conferences to help us continuously improve and innovate our travel activities.

Breakdown by Travel Mode (% change in 2014 emissions compared to 2008 & 2013)

Short Haul & Domestic Flight



2013 ↓ 12% 2008 ↓ 37%

Long Haul Flight



2013 ↓ 7% 2008 ↑ 13%

Hotel



2013 ↑ 9% 2008 ↓ 21%

Car Travel



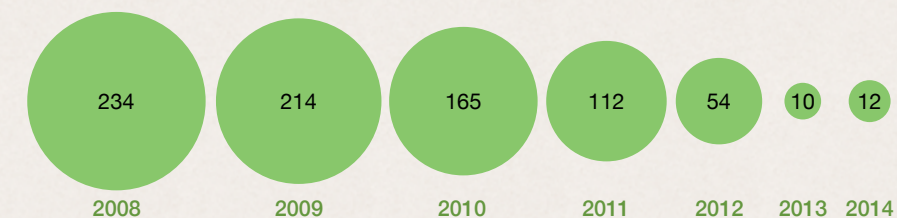
2013 ↓ 7% 2008 ↓ 32%



Objective 4: to send zero office waste to landfill by the end of 2014

Over the last six years, the amount of waste we send to landfill has declined from 234 tonnes in 2008 to 12 tonnes in 2014. This 95 per cent reduction has been achieved by focussing on three main areas: reducing the volume of waste we generate, increasing on-site recycling rates and working effectively with waste contractors to seek effective alternatives to landfill.

Total Waste to Landfill (Tonnes)



At each site, we have segregated bins to capture recyclable, non-recyclable and confidential paper waste (we also offer food waste bins at some of our larger sites). The majority of our waste is weighed manually to ensure accurate reporting and we continue to work with our waste contractors to ensure consistent collection data across all our sites, and to enable us to identify opportunities to reduce waste volumes.

In addition to reducing the amount of waste we send to landfill, we have dramatically reduced (by 62 per cent since 2008) the overall amount of waste we generate. This was achieved through a range of initiatives, including working with suppliers to minimise packaging and introducing 'follow-me' printing technology.

Our main areas of progress in 2014 included:

- refreshed our waste policy and hosted waste forums to engage key stakeholders and promote awareness;
- improved the signage on our waste bins to eliminate ambiguity and ensure consistent messaging across all sites; and
- continued to develop our PaperCut programme with a focus on improving our understanding of why people print (through reviewing printing statistics and conducting interviews) and identifying technologies that provide alternatives to printing.



Status:
95%
reduction

TO SEND
**ZERO
OFFICE
WASTE**
➤ TO ◀
**LAND
FILL**

BY THE END
OF 2014





Electric vehicle charging point at our Aston office

3.4 Challenges and Lessons Learned

The nature of a dynamic, globalising business

Whilst Capgemini UK's headcount has remained relatively stable (increasing only one per cent between 2008 and 2014), we have been impacted by the globalisation of our operations. Our business is dynamic, with new services continually evolving. This affects both the amount of travel our people undertake and the decisions we make about our facilities (between 2008 and 2014, six facilities closed, four facilities opened and a further five client sites came under our control).

For our new set of environmental objectives we have opted to re-baseline using the reporting year 2014, which will help ensure our new objectives are measured against the most current view of our business.

Tracking reduced energy use

Our commitment to reducing our absolute GHG emissions, which we made in 2008, is core to our environmental strategy. A significant challenge in tracking our progress against this commitment has been the fluctuation of the DEFRA emission factors, for example, the electricity emissions factor reduced 7 per cent in 2011 but then increased by 11 per cent in 2014.

Whilst we recognise the need to continue focussing on reducing our GHG emissions, we have also introduced a new office energy target which will focus on reducing our energy use in MWh (rather than our emissions) and should offer us an additional lens through which to measure our progress on energy reduction.

Embracing complex, long-term projects

As we are now six years into our environmental objectives, many of the quicker, less onerous and short-term options have already been implemented. Our focus has now shifted to more complex, longer-term projects that will impact our future emissions. These include smart metering (which is now being rolled out across the Capgemini Group, starting with India, the largest country by headcount) and renewable technology: in 2015 we will begin the installation of solar photovoltaics at our site in Aston, to complement the small solar thermal system already in place at this site.

Continued focus on climate change

In 2013 we conducted a Climate Change Risk Assessment (CCRA) with a leading NGO to further assess the risks of climate change to our business. The primary risk is considered to be an increased likelihood of extreme weather events which could affect our business operations and ability to travel, a risk that is increased by the fact that many of our UK services are supported by off-shore operations in regions more vulnerable to climate change (such as India and The Philippines). The CCRA was discussed in detail with our Sustainability Board and has helped inform our decision to focus our new objectives, primarily on climate change mitigation.

3.5 Our New Objectives

Our new objectives continue to focus on our most material environmental impacts (which all contribute to climate change), but they are also underpinned by the ambitious new commitment that Capgemini has made towards becoming a company whose positive impacts outweigh our negative ones.

1. To deliver annualised emissions reductions in our ecosystem of three times our own emissions by the end of 2017

Our headline objective will focus on the broader impact of 'our ecosystem' (our clients, suppliers and our peoples). Over the next three years, our focus will be on:

- using our technology and business process expertise to help our clients cut their carbon,
- collaborating with suppliers and business partners to reduce emissions within our supply network; and
- helping our people to reduce their carbon footprint at home.

Our aim is that by the end of 2017, our business will reduce emissions within our ecosystem by three times our own emissions. Assuming our emissions remain relatively stable (around 50,000 tonnes CO₂e per year), this will equate to a reduction of around 150,000 tonnes CO₂e per annum (that is the equivalent of around 121,000 return flights from London to New York)

2. To reduce our overall carbon footprint (excluding data centres) by 10% by the end of 2017 (compared to 2014)

Having achieved a 28 per cent reduction in our non data centre emissions by 2014, we have already made significant progress towards our original goal of a 35 percent reduction by 2020 (from a 2008 base). This new objective effectively brings forward our 2020 goal by three years and extends our ambition to a 10 per cent reduction compared to 2014.

3. To reduce our business travel-related emissions by 10% by the end of 2017 (compared to 2014)

Business travel remains a major impact for Capgemini UK, making up around a third of our emissions. This new objective will build upon the 22 per cent reduction we have achieved to date and ensure we continue to engage all our people in reducing travel.

4. To reduce our office energy consumption by 20% by the end of 2017 (compared to 2014)

Whilst no explicit office energy objective was included in our original objectives, our reduction in office energy use has already played a key role in helping us to reduce our total carbon emissions. With many of the quick wins now implemented, this objective will help to ensure we continue investing in improving the energy performance of our offices.



4. Community Engagement



"At Capgemini, we strive to use our knowledge and expertise to increase our positive impact on the communities in which we live and operate. We work closely with charity partners to address relevant social challenges that are too big for our individual business to realise on its own."

2014 saw the introduction of an environmental charity to our Community Programme: WWT (Wildfowl & Wetlands Trust). This new area of focus increases engagement with our people, clients and suppliers around environmental issues and will help us to achieve our new environmental targets.

We also carried out a strategic review of our portfolio of community activities, enabling us to focus, align and now accelerate into 2015 with a clear vision. The key themes of our programme now focus on employability, education, environment and inclusion."

Amy McCusker
Head of Community UK and Senior Sustainability Manager



Capgemini contributed over £120,000 in corporate donations supporting over 40 different charities, whilst our people contributed £270,000



2,657 volunteer hours were completed by our people, with one per cent of the company volunteering on Give & Gain day



We retained Business in the Community's (BITC) prestigious CommunityMark

4.1 Our Approach to Community Engagement

At Capgemini, we actively encourage our people to get involved in the communities in which they live and work. We create exciting opportunities for our people to pursue their passions and develop their skills, whether that is through taking time out to volunteer or rewarding fundraising efforts through our Community Impact Award scheme.

Our community programme continues to leverage the value of our wider networks, collaborating with our charity partners, clients and business partners to tackle important social challenges that our business cannot address alone. This report focuses on our progress during 2014 across three key areas: employability, education and environment. Looking forward, we will be increasing our focus on digital and looking at how young people can be inspired through the use of technology.



2014 Community Focus

2014 Community Programme

Employability

Through our focus on 'employability', we work with our charity partners to help individuals develop the skills and confidence they need to be employment-ready.

Education

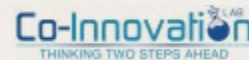
We are contributing to the skills and talent of future generations, supported by the time, energy and commitment of our people.

Environment

We recognise we have a role to play in preserving natural resources & biodiversity, as well as tackling climate change and we strive to engage with our people on these important issues.

4.2 The Prince's Trust

We are proud to have been patrons of The Prince's Trust since 2008, helping the UK's most disadvantaged young people into employment, education and training. Our people delivered a wide range of activities in support of The Trust this year, including raising £15,000 with our ninth Capgemini Golf Day, hosting a Million Makers Challenge and cycling the Palace to Palace bike ride. Our partnership with The Trust continues to evolve; this year, we co-hosted a live event, focussed on digital innovation and problem solving, with participants from The Trust's Enterprise programme. Looking forward, we will be working with the Trust to address the increasing need for digital skills within the marketplace and have pledged to help 600 young people enhance their digital skills by 2019.



In 2014 Capgemini provided sponsorship and support for The Prince's Trust's Team programme in Birmingham. This is a personal development course which provides young people with insights into work, confidence-building sessions and practical skills to prepare them for entering the working world.

Over the course of 12 weeks, the 10 participants completed a community project, visited our Aston office for a CV and interview workshop, took part in a team challenge and delivered a presentation. The programme helped seven young people move into employment, two into further education and one into a voluntary placement



Amy McCusker, UK Head of Community (left) and Christine Hodgson, UK Chairman (right) with business owners at Co-Innovation Lab Launch Event

The Co-Innovation Lab is a new Capgemini initiative which brings together clients and digital partners in order to explore emerging technologies and generate innovative ideas. To mark the launch of the Lab, we hosted a live event in partnership with The Prince's Trust. The event brought together small business owners supported by The Trust's Enterprise programme and a host of handpicked experts. The aim was to create a collaborative business environment, where innovative solutions could be developed for the small businesses in order to help them become more competitive and economically efficient.

4.3 Business in the Community

We have a long-standing relationship with Business in the Community (BITC), and support initiatives including Business Class, Work Inspiration, Give & Gain Day and Mosaic Mentoring. A key highlight for 2014 was the launch of our first ever "Business Connector", as part of the BITC Business Connector programme which provides training for talented individuals seconded from business and places them in communities of greatest need. We were delighted to be awarded Two Big Ticks this year by BITC:

1. in recognition of our volunteers' work in driving the regeneration of Dawley Town Hall in Telford; and
2. for our Work Inspiration programme, which enables young people to gain valuable insights into the world of employment and work.



Our first Business Connector, Alex Cole, embarked on a Capgemini funded 12-month secondment focussing much of his energies on the issue of employability. Alex embedded himself in a South London community, spearheading the "Digisheds" initiative. This is a unique and innovative employability programme designed to help those at a disadvantage in the job market.

Digisheds provides an intensive four-week curriculum of employer-led training, supported by volunteer mentors from local businesses. The programme takes a holistic approach to employability, tackling practical issues such as improving access to information and enhancing digital skills, as well as a focussing on personal development and raising aspirations.

Senior Service Delivery Lead, Amran Majid, was our first mentor to take part in the BITC Mosaic mentoring programme, which aims to inspire young people from deprived communities to realise their talents and potential.

"I mentored a group of 20 students in Birmingham. I saw an amazing difference between the first and last sessions. The students went from having little or no confidence, to being positive and capable young adults. It's amazing and humbling that with a little investment of our time, we can make real and lasting changes to so many children"

Amran Majid,
Infrastructure Services



Volunteers at WWT
Martin Mere in
Lancashire

4.4 Wildfowl & Wetlands Trust (WWT)

Whilst wetlands cover only three per cent of our planet, they store around one third of our global carbon emissions, so are essential to climate change mitigation. Our new relationship with WWT, one of the world's largest wetland conservation organisations, enables us to engage our people on the important topics of climate change and habitat conservation while also providing opportunities for employee volunteering and team-building.

4.5 Naandi

Capgemini continues to maintain a close partnership with the Naandi Foundation and its Nanhi Kali Initiative which focuses on supporting young girls through their school education. Our people are invited to sponsor students through payroll giving or fundraising events, such as the 175 girls we sponsored through the sale of samosas by our people working on one of our large Government accounts.

2014 saw the successful conclusion of four out of five "Last Lap" programmes that Capgemini is funding in partnership with Naandi. Last Lap is an education booster programme which supports selected groups of bright but disadvantaged students through their final two years of school.



Nigel Walsh (left),
our Head of Insurance UK
and Community Executive
Sponsor on a recent visit to a school
supported by Naandi in Hyderabad



4.6 Supporting Charities Important to our People

We support the causes that matter to our people and aim to address community issues relevant to our local sites.



The Community Impact Awards celebrate the efforts of our people's volunteering and fundraising through company-matched awards of up to £1,500.

Supported 33 charities in 2014



The Community Investment Grant supports those seeking investment to kickstart their fundraising, with grants awarded in advance of a local community activity or project taking place.

Supported 12 charities in 2014



New for 2014, the Global Community Engagement Awards recognise and celebrate community activities and volunteering across the Capgemini Group. Out of 139 entries from across 17 countries, two of the 13 winning projects were from the UK:



Dawley Town Hall Regeneration Project won 'Best Community Innovation' category



Christmas Smile was highly commended in the 'Best Volunteering Initiative' category

As well as fundraising, some of the most valuable contributions our people make are their time and their expertise. We enable our people to take up to two days' paid leave each year to volunteer – either on a Capgemini community project or with a charity they support. Throughout 2014, 2,657 volunteer hours were completed on activities such as community gardening, wetland conservation and judging mobile apps developed by young people. A focal point of our volunteering was Give & Gain Day, which involved 85 of our people (over one per cent of our UK headcount).

For more detail, please see our [Community Showcase Booklet](#)



5. People Culture

Capgemini understands that business value cannot be achieved through technology alone.

Our success, brand identity and client experience are determined by the talents of our people and are underpinned by our “People matter, results count” ethos.

Capgemini therefore supports the professional development of its people, and actively encourages an inclusive, diverse and innovative People Culture.



Capgemini achieved gold rating and is listed as one of the Top 10 private sector organisations for gender diversity in the Opportunity Now Benchmark



We achieved Positive About Disabled People Two Ticks accreditation for sixth year running



Our Schools Outreach Programme interacted with 7,000 students across the UK, supported by over 100 of our people

5.1 Diversity & Inclusion

Capgemini is committed to creating an inclusive workplace culture which provides our people with the opportunity for a successful and rewarding career. We believe that it is the factors that make people different which offer valuable sources of innovation and creativity, enabling us to generate new ideas, anticipate market trends and be thought leaders in our chosen markets.

We are continuing to develop a holistic approach to diversity and inclusion, based on the concept of ‘Diversity of Thought’. Our programme goes beyond primary factors such as race, gender and disability, to consider everything that makes us who we are.

Throughout 2014 a core focus has been on strengthening the governance of our Diversity & Inclusion (D&I) Programme, and increasing alignment with our CR&S strategy. D&I is now on the standing agenda for our CR&S Board, with monthly updates provided to the Board highlighting achievements, risks and performance against our objectives. We have also strengthened our D&I business case by refreshing our objectives and developing a series of Key Performance Indicators, against which our progress can be tracked.

In June 2014 we launched Capgemini UK’s [Diversity & Inclusion brochure](#) which showcases our D&I approach externally, in order to help attract candidates from a diverse talent pool, raise awareness of our people and demonstrate our credentials to clients and business partners.

“Our clients expect us to have strong diversity and inclusion policies, but there is real value to Capgemini when we can demonstrate thought leadership in this area and, to my mind, our expression of what a true diverse population brings – creativity and diversity of thought – is what sets us apart.”

Alan Walker

Head of Financial Services for Capgemini Consulting and executive sponsor of OUTfront UK, Capgemini’s LGBT Network

D&I Objectives

1. To engage our people in the diversity agenda through communication, training, networks and promoting best practice in the workplace.
2. To drive and embed diversity and inclusion initiatives that support the Global Charter for Diversity and Inclusion, Group-led directives and local diversity action plans.
3. To develop employment policies and processes that embrace our commitment to diversity and inclusion and ensure legal compliance.
4. To enhance Capgemini’s external brand through highlighting our diversity achievements.

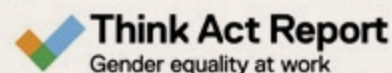
D&I Targets

1. To increase the proportion of women from 26.6 per cent in 2013 to 30 per cent by 2020.

Status: in 2014, 26.8 per cent of the average headcount was female.

2. To increase the proportion of senior women from 16.9 per cent in 2013 to 20 per cent by 2020.

Status: in 2014 17.0 per cent of the average senior headcount was female.



5.1.1 Gender Diversity

To enhance the commitment we made last year to improving gender balance at Capgemini, we have taken further steps to engage externally on this issue. In April Capgemini joined other high-profile UK companies in registering its support for the Think Act Report initiative, a voluntary framework developed by the UK Government with the aim of promoting gender equality within the workplace.

We have also formally pledged our support to the Government for collaborative action to increase the number of women in technology roles, committing to a target of having 50 per cent women in our apprentice intake by 2025.

During 2014 two Women's Business Network events were held and hosted by Christine Hodgson, our UK Chairman. One in March to celebrate International Women's Day and one in October focussed on the theme of 'Technology and Me'. The events continue to attract influential speakers and large audiences, and this year we were delighted to have students from several local schools in attendance.

In recognition of our progress in this area, Capgemini has been named as one of the Top 10 private sector organisations for gender diversity by Opportunity Now, the campaign for women in work from BITC. This achievement secures us a gold rating and marks a significant improvement on our 2013 silver rating. We were also delighted to be included again in The Times Top 50 Employers for Women list.

Driving demonstrable progress against our overall 2020 gender diversity targets remains a key focus and an ongoing challenge. One encouraging sign was that over 27 per cent of our new joiners and 35 per cent of our 'freshers' were female in 2014 ('freshers' are those on our graduate and apprentice schemes or those with less than two years' work experience).



'Technology and Me' Women's Business Network Event held in October 2014 with guest speakers Angela Morrison, CIO of Direct Line Group (left) & Clare Salmon, Brand Director of Royal London Group (second from right)



5.1.2 Disability

We have continued to develop our in-house Assistive Technology capability, which provides a comprehensive end-to-end, managed service to ensure individuals with disabilities receive tailored support in relation to their specific technology needs. Accessibility solutions include specialist software, such as voice control, to help staff with motor disabilities minimise use of computer keyboards and the mouse and software that reads onscreen text instructions for visually impaired staff. The Assistive Technology team is committed to ensuring a positive user experience.

The Business Disability Forum (BDF) named one of our key clients, HMRC, as the winner of the ICT Disability-smart award, recognising their Assistive Technology Service as leading practice for meeting Disability Standards. Accessible ICT services for HMRC's 1,300 disabled staff are provided by in-house specialists working in collaboration with Capgemini, who lead the Assistive Technology Team.

In 2014 we achieved the Positive About Disabled People Two Ticks Accreditation for the sixth year running.



5.1.3 LGBT Diversity

Capgemini UK is a committed and active member of Stonewall, the equality organisation who campaign for Lesbian, Gay and Bisexual (LGB) rights. This year, we offered places on two LGB programmes, inviting applications via our intranet and internal communications:

- The Stonewall Residential Course for Talented Youth programme, which equips 18-24 year-old LGB people with the skills and confidence to influence and inspire in their careers; and
- The Role Models programme offers a one-day training course run by Stonewall, which aims to empower individuals to understand that they can be more influential than they might think.

To help build the visibility of Capgemini's Lesbian, Gay, Bisexual and Transgender (LGBT) network, OUTfront, we have commissioned branded mugs across our UK offices and offered OUTfront lapel pins and email logos. Going forward, we will be looking at how we can develop a formal "straight allies" programme to engage heterosexual colleagues on the topic of sexual orientation equality, and build their support for our LGBT diversity agenda.

Capgemini has increased its ranking in the Stonewall Workplace Equality Index 2015 by 43 places, rising to number 238 on the Index (out of 397 participants).





5.2 Our Schools Outreach Programme

"Whilst our technology-rich society may lead you to think that all teenagers are employment ready, the truth is that the transition from school to work has probably never been harder. Like all employers we want the vibrant digital skills that young people can bring to the work place, but employment success demands more than a great social media profile."

Young people are facing the dual challenge of preparing themselves for careers in a digital society that we can't yet articulate and a lack of understanding of the employability skills needed to get ahead. Fundamental to our approach is the knowledge that the more interactions that young people have with employers the better their outcomes will be, and the more we support them the better the future talent pool will be.

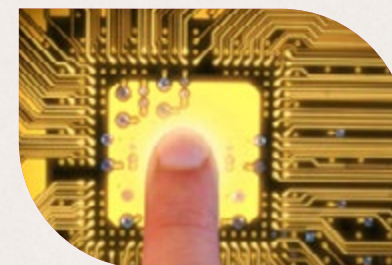
It's our people that bring the programme to life, they take time to share their own experiences and listen to what teachers and young people share in return. In 2014 they shared their enthusiasm and expertise with around 7,000 young people from the Highlands in Scotland to Worthing on the south coast."

Michelle Perkins,
Capgemini Schools Programme Director



Christine Hodgson, Capgemini UK Chairman (far right) and Sly Bailey, former Chief Executive of Trinity Mirror (second from left), with sixth form students at our International Women's Day celebration

In 2014 we interacted with 7,000 students across the UK, supported by more than 100 of our people. A few of our highlights were:



'Have you chipped in?' challenge, organised with MyKindaCrowd

Together with MyKindaCrowd we created a series of problem solving workshops which were delivered to around 1,200 students. The workshops were specifically designed to show how technology can empower change within society and business. We also created and ran an online challenge generating debate on a current technology theme and encouraging young people to come forward with innovative ideas.

As part of BITC's Business Class programme, Capgemini is partnering with Abraham Darby Academy in Telford. Through this programme, we are taking a long-term holistic approach, supporting the whole school including students, teachers, parents, management and the wider community. In 2014 we organised an innovative one-day training event for the teaching staff, focussed on employability.

We also provide curriculum support and in 2014 we worked with a London college to assess their students' web development projects. The students were given detailed feedback on how to improve their websites and the experience provided a valuable opportunity to interact in a business context and help them build their employability skills.

Working with National Grid and their partners, we helped to create Careers Lab, a programme about business stepping forward to provide inspirational solutions that will improve careers education in schools.



We supported three schools to join the Apps for Good programme including a girls' school with around 300 students. In May, we organised and hosted a judging day for Apps for Good, where we reviewed creative and inspiring ideas for mobile apps, developed by students as young as 10.

We hosted a three-day event with the Good Careers Guide where schools, colleges, training providers, universities and careers services came together to look at how careers advice was delivered and made accessible to young people.

"All of our teaching staff were hosted by Capgemini in Telford. We spent a fantastic day in their 'Accelerated Solutions Environment' where we explored at length the concept of 'employability'. I want to make this a real focus of the educational experience of pupils at Abraham Darby – what are the core characteristics that employers want? Or to put it another way, how do you get a job? Many thanks to Capgemini for hosting the event, it was an exceptional experience."

Head Teacher,
Abraham Darby Academy

Appendix A: Environmental Data

Table 1: GHG Emissions by Scope

As per the GHG Protocol, this table shows data relating to our Scope 1 (direct emissions), Scope 2 (indirect emissions from our use of electricity) and Scope 3 (business travel emissions, electricity losses, water usage and emissions from waste) for Capgemini UK Plc. All data in the table below is reported in Tonnes CO₂e.

		Data Excluding 5 Telford Sites					Data Including 5 Telford Sites		
Scope	Source	2008	2013	2014	% change since 2008	% change since 2013	2013	2014	% change since 2013
Scope 1	Natural Gas	987	549	492	-50.2%	-10.4%	821	712	-13.3%
	F-Gas	344	404	119	-65.4%	-70.6%	414	119	-71.3%
	Diesel	160	77	120	-25.5%	54.9%	80	125	56.4%
Total Scope 1		1,491	1,030	730	-141.1%	-29.1%	1,314	955	-27.3%
Scope 2	Office Electricity	9,056	5,465	5,813	-35.8%	6.4%	7,464	8,077	8.2%
	Data Centre Electricity	25,494	24,440	24,060	-5.6%	-1.6%	24,440	24,060	-1.6%
Total Scope 2		34,550	29,905	29,873	-13.5%	-0.1%	31,904	32,137	0.7%
Scope 3	Business Travel	16,304	13,175	12,708	-22.1%	-3.5%	13,175	12,708	-3.5%
	Electricity Losses	2,687	2,557	2,612	-2.8%	2.2%	2,728	2,810	3.0%
	Waste	54	6	7	-87.1%	14.9%	11	11	5.4%
	Water	33	41	46	36.9%	10.7%	47	51	9.1%
Total Scope 3		19,079	15,779	15,373	-19.4%	-2.6%	15,960	15,581	-2.4%
Total GHG Emissions		55,120	46,715	45,938	-16.6%	-1.6%	49,178	48,673	-1.0%
No Scope	F-gas (Montreal Protocol)	166	296	91	-45.0%	-69.3%	296	100	-66.1%

- Notes**
- The three columns to the right indicate the data including the five additional office facilities at Telford (including emissions associated with energy use, water supply and waste disposal for these sites). These offices were not in scope in our 2008 baseline year, so have been excluded from main body of report when reporting progress against our environmental objectives.
 - "Scope" is a Greenhouse Gas (GHG) Protocol reporting term for categorising and the reporting of emissions according to the level of control a company has over an emissions source.
 - Annual data for the years 2008-13 has altered since the previous reports due to the ongoing maturation of the data collection process: in particular, additional travel items have been identified, Montreal Protocol F-gas data has been removed from scope, Scope 3 emissions from electricity transmission and distribution losses are now calculated and two additional sites have been added to our water data collection.
 - Expenses for all 2014 data were not complete at the time of reporting. An exercise was undertaken to determine the percentage difference between the 2013 data as recorded at the end of December 2013 and the actual data reported in March of the following year (when all travel expenses for 2014 are considered complete). The percentage difference for each type of transport was then applied to the 2014 travel data in order to account for the missing expensed data.
 - Water use data has been included for all sites where water is metered and where we pay for water charges directly, as well as landlord sites where water meters can be accessed. The quality of the data varies from site to site, with some sites invoiced infrequently. As recommended by DEFRA we calculate both emissions associated with water supply and emissions associated with water treatment. As the volume of water being sent for treatment is unmetred it is assumed that the volume is the same as that being supplied to the site.
 - F-Gas (Montreal Protocol) indicates our use of fluorinated gases which are covered by the Montreal Protocol. As per DEFRA and the GHG Protocol, these gases do not fall within Scopes 1, 2 and 3 so are reported separately.

Table 2: Progress Against Objectives

Progress against our four environmental objectives is outlined in the table below – further detail on each objective is provided in the main body of the report (pages 17-21).

Objective	Data Excluding 5 Telford Sites					Data Including 5 Telford Sites		
	2008	2013	2014	% change since 2008	% change since 2013	2013	2014	% change since 2013
Objective 1 Total Carbon Emissions Excluding Data Centre Activities (tCO ₂ e)	27,276	19,708	19,537	-28.4%	-0.9%	24,228	22,171	0.3%
office energy emissions (tCO ₂ e)	10,023	5,960	6,249	-37.6%	4.9%	44	47	5.7%
Objective 2 Data Centre Energy Efficiency (Average PUE)	1.877	1.658	1.661	-24.6%	0.4%	1.658	1.661	0.4%
Objective 3 Total Travel Emissions (tCO ₂ e)	16,304	13,175	12,708	-22.1%	-3.5%	13,175	12,708	-3.5%
cars (tCO ₂ e)	6,667	4,845	4,504	-32.4%	-7.0%	4,845	4,504	-7.0%
flights (tCO ₂ e)	3,933	3,906	3,583	-8.9%	-8.3%	3,906	3,583	-8.3%
hotels (tCO ₂ e)	4,385	3,177	3,453	-21.3%	8.7%	3,177	3,453	8.7%
rail (tCO ₂ e)	1,288	1,215	1,138	-11.6%	-6.3%	1,215	1,138	-6.3%
other (tCO ₂ e)	32	33	30	-6.2%	-9.6%	33	30	-9.6%
Objective 4 General Waste to Landfill (tonnes)	234	10	12	-94.7%	23.9%	31	32	2.3%
....general waste to landfill (as a % of total waste generated)	39.8	4.9	5.5	-86.2%	11.4%	12.3	11.6	-6.0%

- Notes**
- The three columns to the right indicate the data including the five additional office facilities at Telford (including data associated with energy use, water supply and waste). These sites were not in scope in our 2008 baseline year, so have been excluded from main body of report when reporting progress against our environmental objectives.
 - As outlined in the notes on page 36, annual data for the years 2008-13 has altered since the previous reports due to the ongoing maturation of the data collection process.
 - Total carbon emissions excluding data centres include all emissions except those associated with data centre energy use and water use.
 - The Power Usage Effectiveness (PUE) data is an average across all our UK data centres.

Table 3: Other Environmental Metrics

Metric	Data Excluding 5 Telford Sites					Data Including 5 Telford Sites		
	2008	2013	2014	% change since 2008	% change since 2013	2013	2014	% change since 2013
Office Energy Use (MWh)	23,471	14,953	14,113	-39.9%	-5.6%	20,923	19,901	-4.9%
Data Centre Energy Use (MWh)	52,077	55,441	49,419	-5.1%	-10.9%	55,441	49,419	-10.9%
Total Energy Use (MWh)	75,548	70,394	63,532	-15.9%	-9.7%	76,364	69,320	-9.2%
Waste Diverted from Landfill (tonnes)	355	194	214	-39.6%	10.5%	219	240	9.7%
General Waste to Landfill (tonnes)	234	10	12	-94.7%	23.9%	31	32	2.3%
Total Waste Generated (tonnes)	589	204	227	-61.6%	11.2%	204	227	11.2%
Total Water Supply (cubic metres)	31,572	39,150	43,233	36.9%	10.4%	44,303	48,231	8.9%

Notes

- As with Tables 1 and 2, the three columns to the right indicate the data including five additional office facilities at Telford
- As outlined in the notes on page 36, annual data for the years 2008-13 has altered since the previous reports due to the ongoing maturation of the data collection process.
- The energy use in MWh includes electricity, natural gas and diesel use across all our sites – split into offices and data centres.
- Total waste diverted from landfill includes both recyclable waste which is segregated on site and waste that has been otherwise diverted from landfill by waste contractors at each site.
- Water supply data has been included for all sites where water is metered and where we pay for water charges directly, as well as landlord sites where water meters can be accessed. The quality of the data varies from site to site, with some sites invoiced infrequently.

Appendix B: Verification Statement

To The Readers of This Report

Capgemini UK’s Corporate Responsibility & Sustainability Report 2014/2015 has been prepared under the management of Capgemini UK plc who retain responsibility for its content. DNV GL’s responsibility is to conduct an assurance assessment to a reasonable level of assurance on the report.

Scope & Methodology

This assurance assessment has covered the full content of Capgemini UK’s Corporate Responsibility& Sustainability Report 2014/2015 including the data and qualitative information. This engagement has been performed in accordance with the principles of ISO 14064-3, the CDP reporting criteria for Scope 1, 2 and 3 emissions, the GHG Protocol and DNV GL’s report verification methodology. This involved the following:

- A verification of data to a reasonable level of assurance;
- Site visits to a sample of Capgemini’s offices to sample, observe and verify performance information;
- Interviews with a range of Capgemini staff to corroborate information;
- Reviews of documentation and publicly available websites to corroborate information and content of the report.

Conclusions

DNV GL concludes that the information included in this report is free from material error, reliable, objective and is presented in a publicly accessible language.

Materiality and Accuracy: DNV GL considers that the information contained in this report focuses on the most relevant aspects of Capgemini UK’s sustainability performance and management. Performance data was verified to a reasonable level of assurance with materiality defined as 5%.

Completeness: DNV GL considers that this report provides a fair and balanced representation of Capgemini UK’s sustainability performance.

Consistency: DNV GL considers that the information and content of this report is consistent with previously released publicly available information by Capgemini UK.

Faithfulness: DNV GL considers that the information and content of this report is a faithful representation of Capgemini UK’s sustainability and performance.

Transparency: DNV GL considers that the information and content of this report is transparent and is based upon verifiable sources of information and objective evidence.

Observations Which Qualify The Data

- Capgemini could also report under the market based method for Scope 2 electricity data (approximately 70% of Scope 2 CO2te is from “green” tariffs).
- For Scope 1 and 2 data, there has been no discounting in the Woking Office, part of which is sublet to tenants.
- As an observation there is an opportunity for improvement in the calculation of flight Scope 3 data by using information on the classes of flights which is actually captured in the travel data.
- Flight CO2 te has been reported without consideration of Radiative Forcing.
- For Scope 3 data resulting from flights, Capgemini has applied an uplift of 3% to account for staff booking their own flights directly which have then not been captured by the carbon reporting system.
- For Scope 3 data covering rail, company cars, private cars, buses, taxis and motorbikes, Capgemini has applied an uplift to the mileage of each mode of travel (approximately 3% on average). This is to account for the late submission of expense claims that miss reporting deadlines and is based on the results of an exercise conducted in January 2014.
- Scope 3 where rail mileage is not available from e-rail, an estimation of £1 per 2.2. miles is used.
- Scope 3 Emission Factors for hotel nights are based on factors from the Carbon Neutral Company, but the original source of these factors can no longer be traced.
- For natural gas, a blanket UK average Gross Calorific Value (GCV) is taken of 39.9 as part of the calculation into kWh. For better accuracy, it is recommended that UK regional GCVs are used.

As a recommendation, it may be beneficial for Capgemini UK to include some information and content on health, safety and well-being performance.

Limitations

The scope of our work was limited to a sample of 8 site visits from 20 locations currently in the scope of the Report.

Our Independence

It is confirmed that DNV GL has no conflict of interest that may have arisen from consultancy, commercial, financial, family or any other interests that may endanger the impartiality of the content of this report. DNV GL is accredited under ISO 14065:2013 for verification of GHG emissions data under the EU Emissions Trading System.

Graham Wood – Lead Verifier
27 July 2015

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About Capgemini

With almost 145,000 people in over 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2014 global revenues of EUR 10.573 billion.

Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organisation,

Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.