

Capgemini UK Corporate Responsibility & Sustainability Report (2015-2016)





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Executive Summary

Welcome to Capgemini UK's Annual Corporate Responsibility & Sustainability Report. This report provides an overview of our progress over the last 12 months together with our audited 2015 environmental and social performance data.

2015 was a pivotal year for the climate change and sustainability agenda. It was a year that witnessed the launch of the new United Nations' Sustainable Development Goals (SDGs), which provide a plan of action for people, planet and prosperity, and will require collaboration between governments, civil society and the private sector. Capgemini is committed to making a meaningful contribution to this plan. This report outlines how our Corporate Responsibility and Sustainability (CR&S) activities are aligned with the SDGs.

In addition, over 190 countries came together at COP21 to reach a global agreement on climate change. Taking place in Paris, the home of Capgemini's Group headquarters, the event marked a significant milestone in history. The agreement to rapidly decarbonise the economy, and mitigate the adverse effects of climate change provides significant business opportunities for companies like Capgemini, which can both offer and innovate new low carbon technology solutions to meet demand.

Sustainability remains high on the agenda at Capgemini. In 2015 we strengthened our CR&S governance, appointing a number of new executive members to the UK CR&S Board. The Board, which is comprised of business leaders and CEOs from across the organisation, will help us to continue pioneering new CR&S initiatives and continue sharing our expertise with clients. Additionally, our new Graduate and Apprentice "Giving Back Stream" is helping to teach our future leaders about the importance of being a responsible and sustainable business, while ensuring that we benefit from the CR&S knowledge and enthusiasm of some of our newest team members.

Improving gender diversity remains an ongoing challenge within the technology sector, with just 19% of IT professional roles and 21% of IT technician roles taken up by women⁽¹⁾. Recognising this challenge, in 2015 we formed a new Diversity and Inclusion Working Group, which is making progress in understanding the barriers to improving gender balance within our organisation and ensuring that our workplace truly embraces and fosters equality, diversity and inclusivity.

This report provides details of our progress against the ambitious environmental objectives we set at the beginning of 2015. At the heart of these objectives is the commitment to become "net positive", with an initial target to reduce three times as much carbon emissions in our ecosystem (with clients, suppliers and team members) as we generate through our own operations.

⁽¹⁾ Please see <http://www.ons.gov.uk/ons/rel/lms/labour-force-survey-employment-status-by-occupation/index.html>



Capgemini's Million Maker Team organised a Gala Dinner raising over £21,000 for our national charity partner The Prince's Trust.

The report also provides an overview of our key achievements in the four pillars of our CR&S programme, namely; Values & Ethics, Environmental Sustainability, Community Engagement and People Culture programmes. Some of our 2015 highlights included:

- The launch of our new Digital Skills Partnership with The Prince's Trust, which aims to provide digital skills training by 2019 to over 600 disadvantaged young people who are not in employment, education or training (NEETs);
- Receiving the Mayor of London Business Energy Challenge Gold Award, recognising our commitment to reducing energy usage;
- Featuring in The Times Top 50 Employers for Women for the fourth year running; and
- The Capgemini Group being recognised as a 2015 World's Most Ethical Company® by the Ethisphere Institute, as well as retaining our position in the FTSE4Good Index.

Further information about our approach to Corporate Responsibility and Sustainability can be found on our [website](#).



Another event in support of The Prince's Trust was our annual Charity Golf Day, which raised £30,000 for the Trust (see page 24 for details).



Our new rainwater harvesting unit, installed this year at our Aston office



Pictures taken at the 'Inspiring Women – Transforming lives through Technology' Event taken place in our Holborn Office Accelerated Solutions Environment (ASE).



Colleagues volunteered as part of our annual 'Give and Gain Day' to work on maintaining natural habitats at a local conservation site, through our national charity partner the Wildfowl & Wetlands Trust (WWT).



Capgemini graduates organised an environmental cycling challenge in a number of our offices as part of the "Giving Back Stream". Here, Tony Deans our Chief Financial Officer and CR&S Board member is pictured testing his stamina.

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Introduction

1.1 The Year at a Glance...

2015 was a year in which our CR&S programme began to accelerate across the Capgemini Group. Benefitting from the experience of the long-standing UK CR&S Board, January saw the launch of a new Group CR&S Board, now co-chaired by Christine Hodgson (UK Chairman) and Hubert Giraud (Group Head of People Management and Transformation).

We hosted a Women's Business Network event in our Holborn office, timed to coincide with International Women's Day. The event focused on inspiring future leaders, with an informative talk from Rt. Hon. Nicky Morgan MP Secretary of State for Education and Minister for Women and Equalities.

Over 120 people took part in our annual "Give and Gain" day. Our volunteers put on their wellies and waders to conserve natural habitats at the Wildfowl & Wetlands Trust (WWT), volunteered with young people at The Prince's Trust and formed a judging panel for Apps for Good.

Jan 2015

Mar 2015

May 2015

Feb 2015

Apr 2015

June 2015

Rainwater harvesting equipment was installed at our Aston office. It is used for flushing toilets, reducing our demand for mains water and reducing costs. Together with the solar thermal water heating (installed in 2014) and the solar photovoltaic panels (installed in summer 2015), Aston has become our flagship for sustainable technologies.

Capgemini was named in The Times Top 50 Employers for Women for the fourth consecutive year, demonstrating our ongoing commitment and efforts to achieve gender equality in the workplace.



Sogeti UK was formally integrated into our ISO 14001 and ISO 50001 certification. We also celebrated World Environment Week, launching a series of communications and quizzes on the theme of sustainable consumption.



2,680
volunteer hours completed by our people



5,843
interactions with students through our schools programme



4,420
suppliers assessed on their CR&S performance since 2007



14%
reduction in business travel emissions compared to 2014.



£594,000
raised by our people for charity



We welcomed a new chair of the UK CR&S Board. Paul Margetts, CEO of Apps UK took over from UK Chairman Christine Hodgson, allowing Christine to take on the role of co-chair of the newly established Group CR&S Board. Paul brings with him a wealth of leadership experience and the passion to see Capgemini become a leading company in terms of its sustainability credentials.



Over 100 members of Team Capgemini cycled from Buckingham Palace to Windsor Castle in aid of our national charity partner The Prince's Trust.



We launched our Digital Skills Partnership with The Prince's Trust. The programme aims to help change the lives of 600 disadvantaged young people by teaching them the digital skills required for gaining employment.

July 2015

Sept 2015

Nov 2015

Aug 2015

Oct 2015

Dec 2015

A key aspect of our Diversity and Inclusion Policy is actively promoting inclusion and equality by focusing on the ability, not disability of individuals. In August we achieved the Positive about Disabled People two ticks accreditation to illustrate our commitment.



We harnessed the enthusiasm and talent of our graduate and apprentice community (GAP) through the formation of a "Giving Back Stream". Our GAP community are now asked to demonstrate their contribution to the CR&S programme in order to progress along their career path.

The final month of 2015 saw world leaders come together to reach a ground-breaking agreement at COP21 in Paris. Closer to home, we successfully completed the transition to a new carbon accounting tool. This will help ensure that Capgemini UK continues to play its part in measuring and reducing its carbon emissions.



47

charities supported by Capgemini and our people this year



11%

reduction in overall carbon emissions



195

employees took part in the pilot of a new health kiosk



120

of our people volunteered as part of Give and Gain Day

1.2 The UN Sustainable Development Goals

As a company with a global presence we understand the importance of aligning our business with the broader global sustainability agenda. In this report we have identified significant international agreements including the UN Sustainable Development Goals (SDGs) and the COP21 climate summit, and seek to demonstrate how we as a business are contributing towards and aligning ourselves with these wider global initiatives.



The launch of the UN SDGs in 2015 denotes a significant call for business to support a global cooperation on developing a more sustainable world for all. Of the seventeen goals, we have identified four goals which are closely aligned with our business as a technology and professional services orientated organisation and to our existing internal programs. We understand that these four goals are not the only goals we can contribute towards. Therefore, in the coming year we will continue to develop our understanding of the SDGs and seek out new opportunities to align our business with the goals.



Goal 5 – Gender Equality.

“Achieve gender equality and empower all women and girls”

We operate in an industry notorious for its lack of diversity, with a recent report from the UK Government suggesting that only 26% of those in digital roles are women⁽¹⁾. We recognise the need to tackle this at an early age, when young people are starting to make choices about their education and careers. Through our Schools Outreach programme, we offer young people the opportunity to learn about the skills they need to succeed in the ICT Sector and provide opportunities to interact with us in a business context. We have also set a bold target to ensure 40% of our graduate and apprentice intake is female by 2017.



Goal 13 – Climate Change.

“Take urgent action to combat climate change and its impacts.”

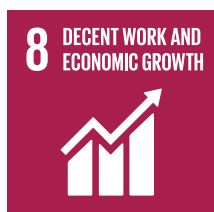
With recent research suggesting that the ICT Industry could enable a 24% reduction in UK carbon emissions annually by 2030⁽²⁾, we take seriously our duty to to innovate new services and offer lower carbon ICT solutions. For example, Merlin, our award winning data centre, demonstrates cutting edge technology with a market leading PUE of 1.09⁽³⁾, providing our clients with lower carbon data centre services.



Goal 4 – Education –

“Ensure inclusive equitable quality education and promote lifelong learning opportunities for all”

In 2015 we launched our new Global Community Strategy to “impact the lives of one million people through a defined skills programme by 2020”. In the UK, our Digital Partnership with The Prince’s Trust is aimed at positively impacting the lives of young people by providing digital education for those not in Employment, Education or Training (NEET). Internally, we continue to invest heavily in Learning and Development in order to support our people in developing their skills and achieving their personal career aspirations.



Goal 8 – Economic Growth

“Promote sustained, inclusive and sustainable economic growth full and productive employment and decent work for all”

Across the Capgemini Group, a growing majority of our people are employed in emerging economies. For example, we have over 80,000 people working in India alone. We are committed to fostering an inclusive workplace culture, which provides opportunities for people to undertake decent, productive and skilled work. We also support entrepreneurship through our Capgemini MicroWorld Platform, which provides loans to micro-entrepreneurs around the world.

(1) <https://www.gov.uk/government/news/proportion-of-women-in-the-digital-and-creative-industries-falling>

(2) www.btplc.com/Betterfuture/Stories/Energyenvironment/UKcarbontargets/CarbonEmissionsinthe_Dec_2015_FINAL.pdf

(3) Power Usage Effectiveness (PUE) a metric used to determine the energy efficiency of a data center.

1.3 Our CR&S Vision

Corporate Responsibility & Sustainability (CR&S)

Our Vision

Be leaders in sustainable excellence, through a bold and influential approach, to impact our clients, our people, society and the planet positively.



As a provider of consultancy, technology and outsourcing services, Capgemini's CR&S programme continues to focus on the three key areas of Environmental Sustainability, Community Engagement, and People Culture. Each of these pillars is underpinned by our Values and Ethics programme.

ENVIRONMENTAL SUSTAINABILITY

We are committed to reducing our own environmental impacts, and also working with our clients, suppliers and people to help them reduce their impacts.

COMMUNITY ENGAGEMENT

Leveraging the power of our people and the expertise of our business to make a positive impact on the communities in which we live and work.

PEOPLE CULTURE

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

VALUES & ETHICS

Is about who we are and the way we do business. Our seven core values and code of ethics underpin our corporate culture and permeates through our business practices, procurement behaviours and welfare policies.



HONESTY



BOLDNESS



TRUST



FREEDOM



TEAM SPIRIT



MODESTY



FUN

1.4 CR&S Governance:

“Since its inception Capgemini has been a company which fully embraces its responsibility to act in an ethical, responsible and sustainable way. As the new chair of the UK CR&S Board it is my privilege to continue driving the CR&S agenda forward, integrating it deeper into the core practice of our company in order to leave a positive impact for our clients, people and the environment.”

Paul Margetts
CEO Apps UK & Chair of UK CR&S Board

Established in 2007, Capgemini UK's CR&S Board continues to provide the overall governance for our CR&S Programme. The Board comprises chief executive officers (CEOs) and other senior executives from our key strategic business units.

2015 saw a refresh of our governance, with Capgemini UK Chairman Christine Hodgson being asked to take on the co-chairmanship of the newly formed Group CR&S Board. This move will help drive forward the CR&S agenda at a global level. Christine is succeeded by Paul Margetts, CEO of Apps UK, who brings with him a fresh perspective and a differing skill set. Under Paul's guidance, in 2015 we formally established three key steering groups. These are governed by the Board and drive forward the CR&S agenda at an operational level (see diagram below).

James Robey
UK CR&S Director



Paul Margetts
Chair of UK CR&S Board



UK CR&S GOVERNANCE

ENVIRONMENTAL SUSTAINABILITY

Matt Bradley
Head of Environment

OPERATIONAL LEVEL: SUSTAINABILITY OPERATIONS LEADERSHIP TEAM (SOLT)



Executive Sponsor
Tony Deans
Chief Financial Officer
- Capgemini UK

COMMUNITY ENGAGEMENT

Amy McCusker
Head of Community

OPERATIONAL LEVEL: COMMUNITY CHAMPIONS NETWORK



Executive Sponsor
Nigel Walsh
Head of Insurance UK

PEOPLE CULTURE

Laura Wills
UK Diversity Lead

OPERATIONAL LEVEL: DIVERSITY & INCLUSION WORKING GROUP



Executive Sponsor
Paul Margetts
CEO Apps UK

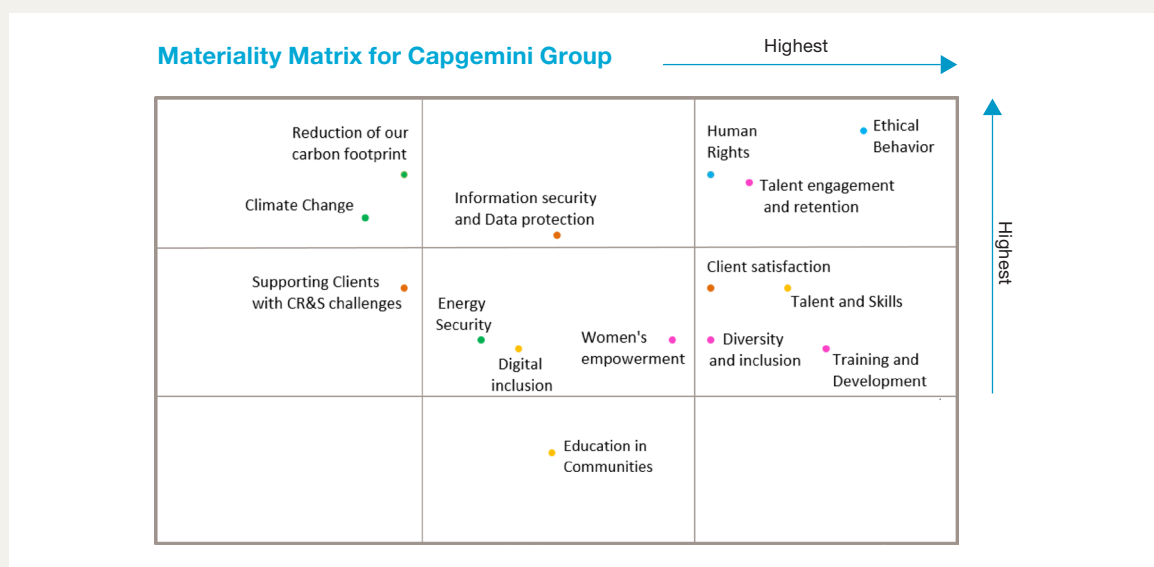
In addition, the UK CR&S Programme is aligned with a number of global networks:

- 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.

1.5 Materiality

Understanding what sustainability means to different stakeholders within our value chain is essential to ensuring that we continue to focus on the areas that matter.

We have completed a [Materiality Assessment for Capgemini Group](#), conducting interviews with our people, clients and investors to find out what they believe our most material issues are.



The above matrix illustrates the level of importance attributed to different CR&S aspects by internal and external stakeholders. Material aspects are positioned in the matrix above, based upon the views of external stakeholders (for the Y axis positioning) and internal stakeholders (for the X axis positioning).

The findings of this assessment process are used to drive our CR&S agenda forward and ensure that our strategy remains robust and relevant to all of our stakeholders. They also help define our approach to sustainability reporting, shaping the content within this report as well as our Group Registration Document and Group CR&S Report. We will continue to review and reassess the matrix as our business evolves.

1.6 Scope

This report focuses primarily on the CR&S activities of Capgemini UK for the calendar year 2015. We are gradually working to incorporate our other UK businesses (Capgemini Financial Services and Sogeti UK) into our sustainability reporting. This report includes environmental data for Sogeti UK and Capgemini Financial Services for the first time, as well a number of key social metrics.

In 2015, our 8,230 team members delivered services from 26 of our facilities in the UK, as well as at numerous client sites across the country. We continue to engage all of our people in our CR&S programme, whether or not they are located on Capgemini sites.

Our ability to collect robust data and implement environmental improvements is limited for facilities outside our control and therefore client locations are not included within the scope of our environmental data. However, as part of our Net Positive (see section 3.1) commitment, we are identifying ways we can help our clients to improve their own environmental approach.



VALUES & ETHICS

2. Values & Ethics

Since Capgemini's formation 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 are 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. The rapid acceleration of technology and social media enriches our business, but also increase our exposure to reputational risk, making it even more important that all of our people understand their responsibility for maintaining Capgemini's ethics and values.

Highlights from 2015:



The Capgemini Group was named for the third consecutive year as a 2015 World's Most Ethical Company® by the Ethisphere Institute.



We launched "Ethics Street", a new training initiative for our people, which uses scenario-based interactive assessment to test individuals on their responses to tough ethical dilemmas.



We appointed a New Group Chief Ethics & Compliance Officer to continue maintaining our strong commitment to Values & Ethics.



We have developed a new Sustainable Procurement supplier assessment survey, which will be used to assess 100% of our suppliers for their CR&S performance.



2.1 Ethics & Compliance

Strategy

Our ability to act in an ethical and responsible way is essential for building trust with clients, shareholders, team members, suppliers and other stakeholders, and for maintaining our strong reputation to ensure the continued success of our business.

In 2015, we welcomed a new Group Chief Ethics & Compliance Officer, Philippe Christelle, who will succeed the recently retired Hervé Canneva in taking responsibility for coordinating our network of Ethics & Compliance Officers across the Group, and for providing the overall direction and strategy in order to maintain Capgemini's hard-earned reputation. This new appointment will complement Philippe's existing role as Chief Audit Officer.

At a UK level, our Ethics and Compliance Officer provides support to enable all of our UK team members to comply with our policies, including the Group Code of Business Ethics, Group Anti-Corruption and Group Competition policies, as well as developing UK-specific guidance where required. In 2015, an important area of focus involved reviewing our policies in the light of the UK Modern Slavery Act and ensuring we can demonstrate future compliance with the new legislation.

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.

We also reject any and all forms of bribery and corruption. 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.

A Continued Focus on Engagement

We want all of our people to be empowered to make decisions that will strengthen our reputation as an ethical company. Our engagement strategy centres on ensuring that our people have the information and skills to handle ethical dilemmas and understand where they can go for further support.

"Our commitment to conduct business in a fair and ethical way has helped us to achieve respect and success in the industry and amongst our stakeholders, including employees and new recruits."

Christine Hodgson (Capgemini UK Chairman)

Every year we host an annual Values & Ethics week featuring videos, internal news articles and social media interaction aimed at raising awareness of our policies to strengthen our organisation's ethical culture. In 2015 this ran from May 4 to 8 and during the week, we launched "Ethics Week", a new training initiative that uses scenario-based videos to train individuals on their responses to tough ethical dilemmas. The training is mandatory for all of our people, but its delivery, taking the form of easily digestible, five-minute modules on an interactive gaming platform, also helps make it more fun and engaging. In December 2015, we launched the "Ethics Café campaign", featuring a set of short, thought-provoking videos focusing on the "correct" thing to do in various everyday situations that raise dilemmas or risks.

In addition, we held a number of Business Ethics Workshops, for business managers, attended by UK business leaders and co-hosted by client facing teams and the UK Ethics & Compliance officer (or deputy). The workshops introduced the global programme and confirmed why ethics are important in the business world, the importance of managers to set the right "tone from the top" and to enable their team members to behave ethically and where to get support to handle ethical dilemmas. The event was so successful that five attending business leaders requested spinoff workshops for their business units.

Recognition

The Capgemini Group was named for the third consecutive year as a 2015 World's Most Ethical Company® by the Ethisphere Institute. Additionally, we have been included in the Standard Ethics indices, furthering our reputation as an ethical company.



2.2 Our Approach to Sustainable Procurement

At Capgemini we take seriously our commitment to be a responsible and ethical consumer. We acknowledge the ability that we have to instigate positive change by using our buying power. This is why we assess all of our suppliers on a number of key ethical, social and environmental criteria and provide support to ensure that they meet our rigorous standards. Additionally, as part of our Net Positive strategy, we have committed to working with our suppliers to achieve a measured improvement in their sustainability performance.

Our UK sustainable procurement process involves a high degree of collaboration and engagement between all parties in the supplier base. Our 12 Core Principles of Sustainable Procurement define what we expect from suppliers. For example, we only work with suppliers who respect human rights, comply with labour laws and treat their employees with respect and dignity. Contractors and suppliers' employees are expected to work according to the same ethical and sustainability standards as our own people. In turn, 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, providing that they 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.

Since the launch of our Sustainable Procurement programme in 2007, we have surveyed over 4,400 suppliers and conducted audits on 55 suppliers. Over 300 suppliers have been delisted as a result of the assessment process. However, we continue to support and help our suppliers to understand and reach our required standards.















2015 Initiatives

2015 marked an important milestone in our Sustainable Procurement programme. With eight years of experience in actively engaging our suppliers on sustainability, we have begun sharing our expertise more widely with other parts of the Capgemini Group. For example, in 2015 the Capgemini UK sustainable procurement team worked with Capgemini Sweden to support the implementation of a new supplier risk assessment process.

In the UK, our current supplier assessment tool had served us well for the last seven years, but as we continue to mature, we recognise the need for a more targeted approach to risk assessment.

During 2015 our focus was, therefore, on overhauling our supplier survey and redesigning the assessment tool that sits behind it. As well as expanding the range of topics covered, the new survey tool will also be tailored to individual suppliers. For example, the size of the enterprise and the type of commodity will determine which questions are asked, with a more intensive assessment process for suppliers we anticipate to be of higher risk. In addition, we plan to use the insights and analysis from the tool to develop targeted communications for suppliers in need of additional support in a particular area, for example in improving office energy efficiency. During 2016, we will launch the new tool, making a commitment to survey 100% of existing suppliers to ensure that they are still compliant under the new assessment criteria.

Our Sustainable Procurement Journey

2006		Capgemini UK procurement conducted the first blind test for usage of recycled photocopier paper.
2007		Capgemini UK procurement team established the Core Principles of Sustainable Procurement and conducted a pilot supplier survey with top 10 suppliers by spend.
2009		Capgemini UK procurement team negotiated a renewable energy tariff for our electricity supply.
2009		Supplier survey went online and 150 suppliers were invited to complete it. Those invited included suppliers considered to be environmentally high-risk and the highest spend suppliers.
2010		The sustainable procurement team made the commitment to survey 100% of Capgemini suppliers. By the end of August 2010, 1,676 suppliers were in the survey process.
		Completion of survey and adherence to the Core Principles became a contractual obligation for all of our tier one suppliers and their supply chains.
2011		Capgemini UK develops the supplier audit protocol.
2012		We developed a programme to increase supplier diversity, with a particular focus on engaging with SMEs. This included developing the tool SourceSME, providing 52 e-invoices to SMEs, removing barriers, increasing access and reducing the overheads of doing business with Capgemini.
		By the end of 2012, 3,317 of our suppliers were surveyed using our risk assessment tool.
2013		By the end of 2013, 3,711 of our suppliers were surveyed using our risk assessment tool.
2014		We became signatories of the Prompt Payment Code
		By the end of 2014, 4,034 of our suppliers were surveyed using our risk assessment tool.
2015		By the end of 2015, 4,420 suppliers were surveyed using our supplier assessment tool and we had conducted 55 audits.
		The Sustainable Procurement Team developed the second generation supplier assessment tool.

3. Environmental Sustainability

2015 was an important year for the climate change agenda, with world leaders coming together to reach a global agreement on tackling climate change: the first of such agreement in over 18 years. While there is still some way to go to ensure that the commitments made by countries are sufficient, the Paris agreement gives Capgemini and its clients more clarity that the climate change agenda is here to stay.

Technology will play a vital role in supporting the transition to a low carbon economy. We can already see this happening in the acceleration of the Internet of Things (IoT) and the development of smart cities, enabled through new technology solutions pioneered by Capgemini and others. However, there remains huge potential for technology to drive further environmental innovation. Our commitment to becoming “Net Positive” (detailed overleaf) is, in part, about tapping into this potential and building low carbon innovation into new and existing client services, thereby ensuring positive outcomes for our clients and for the environment.

While Net Positive allows us to channel our vision and drive towards a more sustainable future for our sector, clients, suppliers and people, we also remain committed to mitigating our own climate change impacts, and we have worked hard to reduce our carbon emissions over the last eight years. We achieved a further reduction of 11% in 2015 with significant reductions achieved in business travel in particular.

Highlights:



Capgemini was awarded the Mayor of London Business Energy Challenge award, recognising our commitment to reducing energy use.



Solar panels and rainwater harvesting units were fitted to our Aston office. Aston has become a Capgemini UK flagship for sustainable technologies.

3.1 Net Positive



We recognise that our impacts extend beyond our own operations and that there is great potential for Capgemini to initiate positive change in our value network, by supporting and influencing our clients, our suppliers and our people. Throughout 2015, we continued to collaborate in a cross-industry group with Forum for the Future, the Climate Group and WWF, to explore what it means to become “Net Positive” i.e. to become an organisation whose positive social and environmental impacts outweigh its negative ones.

For Capgemini, the first focus in our Net Positive journey is on reducing carbon. This is a logical starting point for us: our technology and business process expertise, combined with experience in reducing our own operational carbon impacts, make us ideally placed to help clients, suppliers and our people to reduce theirs. We have set ourselves an aggressive target to reduce three times as many carbon emissions in our ecosystem (our clients, our suppliers and our people), as we generate in our own operations. Throughout 2015, our focus was on identifying replicable existing projects and developing new pilot projects to drive this forward (examples are provided below).



Client Services – supporting clients with their sustainability aspirations

Examples of projects include:

- **Managed Print Services.** As part of an IT infrastructure project, we installed high efficiency printers and introduced managed print services with default settings (such as printing double-sided), reducing a client’s energy consumption and paper use;
- **Smart Energy Services** enable better management of energy use and carbon emissions. Key examples of projects implemented include smart street lighting (to enable improved lighting control) and cloud power (to enable a client to improve management of renewable energy and achieve self-sufficiency).
- **IT Transformation.** We have developed an Energy Consumption Model, which enables us to forecast and subsequently measure the carbon emissions associated with IT transformation projects, enabling better decision-making during project design and implementation.
- **Sustainable Data Centre Services.** Our Merlin data centre continues to be considered one of the most sustainable in the world, with an industry-leading PUE of 1.09 as well as a number of revolutionary design features. When a client’s IT equipment transfers into Merlin, in most cases this will reduce carbon emissions due to the higher energy efficiency of our data centre.



Suppliers – using our purchasing power to influence our suppliers

The development of a new supplier assessment tool during 2015 (see p.14) will enable us to support suppliers in a way that is tailored to their needs:

- For large suppliers which are already performing well in terms of energy efficiency and carbon reduction, our focus will be on measuring and analysing their performance and ensuring we continue to make the right product choices;
- For medium and large suppliers with gaps identified through the assessment process, we will create a bespoke improvement plan which is adapted to the type of supplier and draws on our own areas of expertise, such as smart energy or reducing business travel; and
- For smaller suppliers, targeted communication campaigns will focus in on a specific aspect for a specific group of suppliers, for example advising software producers on energy metering or renewable energy tariffs.



People – engaging our people in environmental initiatives

2015 highlights from our ongoing engagement programme include:

- Our “Giving Back Stream” hosted environmental awareness events in Holborn and Woking to help raise awareness of our Net Positive target and encourage people to make carbon reduction pledges. By setting a challenge on a stationary bike linked to a laptop where participants had to cycle for a minute, the events demonstrated just how much energy is needed to power the smallest of domestic appliances;
- 2015 marked the second year of our partnership with the Wildfowl & Wetlands Trust (WWT), with a number of volunteering days and team-building events held with WWT. Wetlands store around a third of the world’s carbon emissions and supporting WWT provides an opportunity to engage and educate our people on this important topic; and
- We celebrated World Environment Week in June across the Capgemini Group, with a series of communications, videos and quizzes on the theme of sustainable consumption.



"Reducing our carbon emissions is a sound business decision which helps us become a smarter, leaner, more efficient business. We were delighted to achieve a further 11% reduction in our emissions in 2015, bringing us closer to our long term aspiration of becoming Net Positive".

Tony Deans, Chief Financial Officer and Executive Sponsor for Environment Programme

3.2 Mitigating our Environmental Impacts

Capgemini UK's most material environmental impacts result from our use of energy in our data centres and offices, our business travel, our office waste and the goods and services we procure. These impacts were identified as part of our Initial Environmental Review. They 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.

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

- Incorporated Capgemini UK Financial Services and Sogeti UK, our other two UK businesses, into the environmental data included in this report.
- Begun reporting our Scope 2 emissions following the market-based method⁽¹⁾, in accordance new guidance from the Greenhouse Gas Protocol.

The continued reliability of data has enabled the external verification of our greenhouse gas (GHG) emissions to the principles of the ISO 14064-3 standard for the fourth year running.

3.3 Summary of our Performance

We continued to reduce our carbon footprint in 2015, with progress against our environmental targets outlined over the next four pages. Key 2015 highlights include:

Target



To reduce our overall carbon footprint (excluding data centres)

10% by 2017
(compared to 2014).

Status: 12% reduction



11% reduction in total carbon emissions (including data centres)



7% reduction in office energy use



14% reduction in business travel emissions

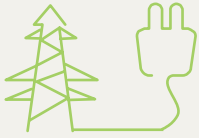


25% reduction in waste to landfill

(1) The new GHG Protocol Scope 2 Guidance requires that companies calculate emissions twice: once using a market-based method, where the electricity emission factors applied are specific to the fuel mix of that particular energy contract and once using a location-based method, where regional or national emission factors are applied. We present our emissions in line with the new guidance in Appendix A.

3.4 Reducing our Energy Use

Target



To reduce our office energy use by

20% by 2017
(compared to 2014).

Status: 7% reduction

Given the continued reliance on finite fossil fuels and the need to abate greenhouse gas emissions, reducing energy demand remains a key priority for companies like Capgemini. In the UK, the use of electricity in our offices and data centres is our largest source of greenhouse gas emissions, comprising 65% of our total carbon footprint.

Our energy management approach (which was ISO 50001 certified in 2014) has enabled us to achieve a significant improvement in the energy efficiency of our offices. Between 2009 and 2014, we successfully reduced office energy use for Capgemini UK by around 40%, achieved through a combination of upgrades to the fabric of our buildings, improved energy monitoring and site level engagement.

We have taken the opportunity over the last 12 months to review and assess energy management practices within our current property portfolio, with a focus on identifying areas for improvement and on sharing best practice which can be replicated. We were pleased to achieve a further 7% reduction in our office energy use during 2015, in part due to the closure of three of our smaller offices but also a reflection of continued our efforts to improve energy management at a site level (14 of our 22 offices reduced their energy use during 2015).

Key initiatives during 2015 included:

- Detailed energy assessments, carried out at Inverness and Woking enabling the identification of key projects to drive down energy consumption;
- Drawing on best practice within the UK and across the Capgemini Group, we began development of a "Sustainable Space Design Blueprint" – an accessible guide which will be used in 2016 to inform Global Facilities and Real Estate Teams about best practice in selecting and operating sustainable buildings, covering multiple aspects such as energy management, building operations, land use, travel, waste and water.

We also completed the final phase of a project to establish our Aston office as a flagship for sustainable technologies. In February 2015, we installed rainwater harvesting equipment at this site, enabling us to use rainwater for flushing toilets and reducing mains water costs. In June 2015, we completed the installation of solar photovoltaic panels on the roof, which complement the small solar thermal system already in place at this site. The panels have already saved us over £5,700 in electricity costs and generated over 58,000 kWh electricity.



A few of the panels on the roof of our Aston office



66%
of the total electricity we
used in 2015 was sourced
from renewable energy

The solar panels on our Aston Office have



generated **58,000kWh** of
electricity, enough to power...



15
homes

OR



350
washing
machines

OR



3,200
vacuum
cleaners

for one year

3.5 Improving our Data Centre Energy Efficiency

Target



To improve data centre energy efficiency by

25% by 2017
(compared to 2014).

Status: 5% reduction
in energy efficiency

Across the ICT industry, data centres contribute a similar amount to global greenhouse gas emissions as the aviation industry. They provide a challenge for companies like Capgemini that are committed to excellent data centre services provision, but also want to minimise climate change impacts.

Making up over half of our emissions during 2015, our data centres continue to be a significant contributor to our greenhouse gas emissions. They remain energy intensive because of the high concentration of IT equipment which both uses energy directly and generates heat which must be dissipated. Over the last few years we have invested heavily in measures to improve the energy efficiency of our data centres, resulting in a significant reduction of our own energy use and an ability to offer our clients class-leading environmentally sustainable data centre services.

Our Merlin data centre has been named one of the most sustainable data centres in the world in recognition of the 360-degree view of sustainability we took for this facility, including:

- Developing Merlin on a brownfield site to avoid unnecessary construction activity;
- Constructing modules with 95% recyclable materials;
- Using cleaner flywheel energy storage technology to replace the role environmentally damaging batteries;
- Achieving an industry-leading PUE of 1.09 and
- Powering the data centre with renewable energy.

We continue to drive improvements that will increase energy efficiency at Merlin. In 2015, we installed differential pressure sensors to improve the way the Building Management System controls the air flow and cooling delivered to each aisle.



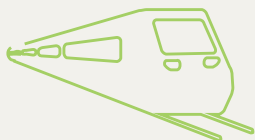
Our state of the art Merlin data centre



Merlin and our data centre in Bristol (Toltec) have both been approved as meeting the requirement of the “EU Code of Conduct for Data Centres”, in recognition of our efforts to reduce energy consumption while still delivering key data centre functionality. To ensure we maintain focus in this area, during 2015 we developed a new target to improve the energy efficiency of our data centres by 25% by the end of 2017 (against a 2014 baseline). In the absence of a standard method to measure data centre energy efficiency across multiple sites, we use a straight average of the PUE across our UK data centres. A number of changes to client services this year mean we have not yet made progress against this new target, though this remains an important area of focus over the next two years.

3.6 Reducing our Travel

Target



To reduce our business travel emissions by

10% by 2017
(compared to 2014).

Status: 14% reduction

Business Travel emissions

(progress since 2014)



Car
↓ 22%



Long Haul Flight
↓ 17%



Hotel
↓ 3%

Other Travel Metrics



Company Car Fleet Average
113g CO₂ per km
↓ 4% since 2014



2.8 million minutes of Skype and video conference calls each month

Business travel makes up around a third of our greenhouse gas emissions in the UK, and poses a significant cost to the business making it an important area of focus. While recognising the importance of face-to-face time spent with our clients, we continue to take pragmatic steps to reduce our travel-related impacts.

We are pleased by the rapid progress we made in reducing our business travel emissions during 2015. This included significant reductions in car travel, long haul flights and hotel nights. This progress is the culmination of several years' investment in initiatives which encourage smart, safe and sustainable travel (and challenge the need to travel).

Brought together under the banner of our TravelWell programme, these initiatives have had a transformative effect on the way we do business, cutting our business travel and associated costs and reducing employee commuting. Our people can now communicate effectively from any location, using seamlessly integrated mobile, audio and video conferencing technology. We ensure that our choice of company cars is limited to more fuel efficient models and we enable our people to charge electric vehicles for free at several sites, or book and print rail tickets without incurring upfront cost.

Key areas of progress during 2015 included:



The installation of electric vehicle charging points at our Toltec and Woking offices, meaning electric vehicle charging is now available across four key locations;



The completion of a TravelWell survey – designed to measure awareness of our current programme and identify areas for future development, the results are already being used to inform our engagement plans for 2016;



The launch of a new Business Travel and Safety Training online course – providing important information to help our people stay safe while travelling overseas;



The launch of a TravelWell animation, aimed at helping raise awareness amongst new joiners about the business travel tools and services we provide; and



Hosting a TravelWell innovation event at our Woking office to build upon the progress we have made during 2015 and set the agenda for our 2016 programmes.



COMMUNITY ENGAGEMENT

4. Community Engagement

2015 was a year of innovation and boldness for our Community Programme, a year in which we developed a pioneering programme to advance digital skills education within the UK and launched an ambitious Community Engagement Strategy across the entire Capgemini Group. Drawing on the talents, knowledge and passion of our people, our programme is about making a positive impact on the communities in which we live and work. It also provides a means to develop and inspire our people, network with our clients and have fun.

Last year saw unprecedented levels of engagement across the business, with our highest ever levels of participation in Palace to Palace, the most successful Million Makers team to date, and a record-breaking year in our Community Impact Awards. We also developed a “Giving Back Stream” within our graduate and apprentice community which educates our future leaders about the importance of being a responsible and sustainable business.

Highlights from 2015:



A new Global Community Engagement Strategy was launched with the goal of improving the lives of 1,000,000 people through a defined education and skills programme by 2020;



A New Digital Skills Partnership with The Prince's Trust was launched with the aim of equipping 600 disadvantaged young people with the digital skills needed to help them into employment;



Over 1,000 of our people voted each quarter in the Community Impact Awards;



Over 100 people joined team Capgemini for the Palace to Palace cycling challenge in aid of The Prince's Trust; and



We retained BITC's CommunityMark, the UK's only national standard that publicly recognises leadership and excellence in community investment.



4.1 Our Approach to Community Engagement



"Community Engagement is a strong and long-standing commitment for Capgemini. I am always impressed by the passion of our volunteers and the energy of our teams who are doing incredible work in their communities."

Paul Hermelin
- Capgemini Group
Chairman & CEO.

Charity Partners/ Initiatives

Local



National



Global



We seek to align our Community Engagement programme with our core business practice. Harnessing the talent and skills of our people allows us to add maximum value to our communities, while giving our people the chance to use and develop their own skills in a new and challenging environment. We actively encourage our people to become involved in the communities in which they live and work. We also create 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.

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 2015 across three key areas: employability, education and environment, as well as the launch of our innovative new four-year Digital Partnership with The Prince's Trust.

In 2015 we focused our Community Engagement around the three pillars outlined below:



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

New Global Community Engagement Strategy

As a Group that employs over 180,000 people in over 43 countries, we have the ability to influence and positively impact communities all over the world. Supporting these communities is not only a key part of our corporate responsibility, it is a means of motivating our people, building relationships with our clients and charity partners and making a meaningful difference in the lives of those we impact. To help drive collaborative, coordinated efforts across the Group, in 2015, we were proud to launch our new Global Community Engagement strategy, with an aim to:

"Touch 1,000,000 lives through our Education and Skills Programme by 2020."

We will achieve this bold new target through mobilising our people, offering awards and grants to support their fundraising and community initiatives, and by further investing in our charity partners.

"I really enjoyed the Get Started 'App Design' course. The people delivering the course were amazing and I feel better positioned in terms of employment with my new skills and new friends I made on the course."

Attendee on our first digital themed Get Started Course



Students participating in our of our Digital Skills courses in partnership with The Prince's Trust



4.2 Employability

The Prince's Trust

The Prince's Trust aims to support young people from deprived socio-economic backgrounds in the UK to develop the skills and confidence required to find work and succeed in their chosen careers. We are now a Gold Patron of The Trust and this new phase of activity has seen us pioneer a new Digital Partnership which will run until 2019. With growing concerns over the widening digital skills gap in the British workforce⁽¹⁾ and the rapid digitalisation of workplaces and processes, it is essential for all young people entering the workforce to acquire digital skills. For young people from a disadvantaged background, a lack of digital skills presents another barrier to employment.

Through this new partnership, we have pledged to help change the lives of 600 disadvantaged young people in the UK through the provision of a strong foundation in digital skills. The programme is comprised of three courses: "XL Club", "Get Started" and "Get Into", and is designed to support young people in the development of skills they require to obtain full and productive employment. In November 2015, 15 young people attended the first course, with sessions delivered by 13 Capgemini subject matter experts.

The partnership builds on a long-term collaboration between Capgemini and The Prince's Trust and brings clear benefits to the business. Not only does it allow our people to share their digital expertise while developing new skills, in turn increasing job satisfaction and motivation, it also provides opportunities to engage our clients and partners. In 2016, a number of courses are scheduled across client sites to further build this engagement.

This year we also supported The Trust by raising vital funding through a number of initiatives:

Palace to Palace

2015 was another record-breaking year for our participation in the Palace to Palace cycling challenge. Over 100 members of Team Capgemini pedalled from Buckingham Palace to Windsor Castle in aid of The Prince's Trust.

Building on the momentum of 2015, we have set ourselves the target of encouraging 201 people to join Team Capgemini for the event in 2016.



Participants in the 2015 Palace to Palace cycling challenge

Million Makers

Million Makers is a national entrepreneurial fundraising challenge organised by The Prince's Trust. Teams receive £1,500 seed funding which they must use to raise over £10,000 in six months. The 2015 Capgemini Million Makers team exceeded expectations, raising over £36,000 for the charity (with activities including a gala dinner, cake sales and raffles), achieving more than three times their target, and developing many new skills in the process.

Golf Day

The Capgemini charity golf day is now in its tenth year and July 8, 2015, saw Capgemini host another successful and fun-packed day, attended by our people, clients, partners and supporters. Hosted by BBC's Naga Munchetty, the event helped to raise almost £30,000 for The Prince's Trust.

(1) https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/492889/DCMSDigitalSkillsReportJan2016.pdf



4.3 Education

In 2015:



5,843

Interactions with students through our Schools Outreach Programme.



228

Capgemini employees volunteered as part of the Schools Outreach Programme.



"The enthusiasm of the students was absolutely infectious and I was amazed at the depth of thinking besides the stunning confidence!"

Nive Bhagat, CEO Infrastructure Services - NEU, Executive sponsor of Apps for Good

"The twin objectives of our Schools Outreach Programme are to upskill our own people while working with young people to reveal more of their potential and develop their skills. There is a widening gap between the skills young people acquire in the classroom and the employability skills that make them fantastic employees. We want to support young people from diverse social backgrounds and both genders to see the potential of technology for interesting, challenging and rewarding careers, or, at the very least, raise their ambitions."



Michelle Perkins, Director, Schools Outreach Programme

Our Approach to Schools Outreach

Schools are at the very heart of local communities, therefore, working with students and teachers allows our people the chance to give back to their local community. In 2015, 228 of our people did just that.

The benefits of the Schools Outreach Programme are twofold. First, it allows our people to share their expertise while developing new and existing skills, which, in turn, increase employee engagement and job satisfaction. Second, it enables young people to develop new digital skills, preparing them for life after education and, hopefully, inspiring the future generation of Capgemini leaders.

In line with our commitment to increase the gender diversity of our graduate and apprentice talent pipeline, our schools programme focuses in part on inspiring young women to pursue careers in technology. By doing so, we hope to address gender diversity issues at the grass roots level.



Apps for Good

The Apps for Good Awards aim to encourage young people to create apps that will change the world for the better, while also supporting the development of a new generation of problem solvers and digital experts. The national competition encourages school students as young as ten years of age to develop ideas for mobile apps. The winners are given the opportunity to launch their apps onto the commercial market.

As the first ever judging partner, we support the initiative by providing experts to assess young people's ideas for apps, scoring each idea and giving feedback. In 2015, we ran a number of events across the UK, assessing over 500 of the student entries to help choose the winning apps.

BITC Business Class Programme:

As part of BITC's Business Class programme, Capgemini is partnered 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. Among other activities we are supporting the school around a leadership programme designed to build a variety of employability and transferable skills and give the students opportunities to try new activities and encounter new situations.

“Even though many men are successful, this event shows that women are just as successful as men. Going to this celebration is an experience that I’ll never forget”

Globe Academy student



“WWT is delighted to have Capgemini as a corporate partner, providing generous support for our global education and conservation mission. We have also benefited from the enthusiasm and hard work of the many Capgemini staff who have attended group volunteering days at our UK centres, helping us to preserve these unique environments for both people and wildlife.”

**John Creedon,
WWT Corporate
Relations Manager**

Bridge to Employment

In the Scottish Highlands, Capgemini has joined forces with local government bodies and secondary schools on the Bridge to Employment programme. This initiative is designed to build young people’s skills and awareness of Science, Technology, Engineering, and Mathematics (STEM) subjects and so give them greater employability by showcasing these skills in the workplace. Fourteen employee volunteers from Capgemini have become STEM Ambassadors, offering their time, enthusiasm and expertise. In the past year the team has worked on interactive STEMinar workshops, team building exercises and employability skills events. As well as learning many valuable skills, the young people also work to obtain recognised certification including a Certificate of Personal Effectiveness (COPE) award, a British Safety Council Award and a Skills for Work Health Sector Award.

Ada Lovelace Day

In October 2015 we celebrated “Ada Lovelace Day” to commemorate the achievements of a woman widely considered to be the world’s first computer programmer. To support this event we launched the campaign #ThanksAda, which generated a large following on social media. We were also given the opportunity to invite 30 students participating in our Schools Outreach Programme, to attend the Ada Lovelace Day celebration event.

As well as internal and external news articles, including a blog on Ada Lovelace from Paul Margetts (CEO of Apps UK), we also used the day to launch the TechFuture Women’s network, a new initiative to increase collaboration and opportunity for young girls and women interested in STEM careers.

4.4 Environment

We recognise that we have a role to play in preserving natural resources and biodiversity while reducing the environmental impacts of our own operations as well as those of our clients. Collaboration with organisations such as the WWT, provides an opportunity to engage our people on the important topics of climate change and habitat conservation whilst also supporting team building and volunteering.

In 2015 more of our people than ever before donned their Wellington boots to help support the maintenance of Britain’s beautiful and vital wetland sites. In collaboration with our charity partner the Wildfowl and Wetlands Trust (WWT), fifty of our people volunteered to coincide with Give & Gain Day, our UK marketing team volunteered as part of their team building day and our Learning and Development Team held their Annual Future Leaders event at the London Wetland Centre.



Our UK marketing team enjoying a team building day at the WWT



Some of our team volunteering at the WWT as part of ‘Give & Gain Day’ 2015

4.5 Local Initiatives

Our community portfolio is 50 per cent company led and – importantly – 50 per cent led by our people. Our local initiatives are key to delivering a positive impact in the communities where we live and operate.



The Community Impact Awards support and celebrate the inspiring fundraising and volunteering efforts of our people. Every quarter, colleagues vote for fundraising initiatives which our people have taken part in during that period. All shortlisted entries

receive up to £500 funding, with the vote winners receiving an additional £1,000 in aid of their charitable cause. 2015 was a year of record-breaking participation in the awards, with over 4,500 votes cast during 2015.



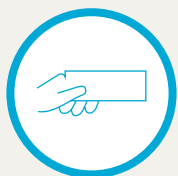
Additionally we offer Community Investment Grants to support colleagues seeking financial investment in advance of a local community activity or project taking place.

We also have a Community Champions Network with representatives from each of our offices. The network mobilises our people and clients to support local and national causes.

In 2015:



£255,000
given to
charities by
Capgemini⁽¹⁾



£594,000
donated to
charities by
our people⁽²⁾



47
charities
supported by
Capgemini
UK this year.



1,000
of our people
voted every
quarter in the
Community
Impact Awards



“As Executive Sponsor of Capgemini’s Community programme, I am absolutely delighted with what we have achieved this year and the impact of our work on our people and communities.”

Nigel Walsh - Vice President & Head of Insurance UK and Community Engagement Executive Sponsor.

It comes together on quarterly calls to share ideas, best practice and resources. 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. 2015 saw our people complete 2,680 volunteering hours. A focal point was Give & Gain Day, Business in the Community’s international volunteering day, which 120 of our people participated in (nearly two per cent of our UK headcount).

In 2015, we established a new “Giving Back Stream” amongst our graduate and apprentice (GAP) community. In order to instil the importance of CR&S with our future leaders, all GAP employees are required to demonstrate a contribution towards their chosen “Giving Back Stream” before finishing the programme. Activities which our GAP community have been involved in vary from, representing Capgemini at careers fairs, and giving presentations to high school and university students about careers in technology, to raising money for charity through active challenges and charity bake sales.



In November 2015 colleagues in our Holborn office enjoyed a raffle, charity bake sale and a visit from Pudsey Bear, raising over £1,000 for Children In Need.



In 2015, Kevin Brierley ran over 85 miles in remembrance of a close work colleague. Through competing in eight running challenges, Kevin raised money for The British Red Cross and Cuan House Wildlife Rescue.

(1) This figure includes corporate charity donations as well as the cost of volunteering to the business (please see Appendix B for details).

(2) Please see Appendix B for a further breakdown of employee donations.



PEOPLE CULTURE

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.

“People Culture” is the term we use to encapsulate our focus on providing a diverse and inclusive workplace culture, which offers people the opportunity to build successful and rewarding careers. We place the health, safety and wellbeing of our people among our top priorities and actively support their professional development.

Highlights from 2015:



Capgemini UK featured in *The Times* Top 50 Employers for Women for the fourth year running, as well as featuring for the first time in the Top 250 organisations on the Stonewall Diversity Index;



We launched a new Diversity & Inclusion (D&I) Working Group to champion Diversity & Inclusion programmes across the Capgemini business community;



Capgemini UK achieved the Positive About Disabled People Two Ticks Accreditation for the seventh year running; and



195 employees took part in the successful pilot of a new health kiosk which will now visit all of our UK offices in the next three years.

5.1 Our Approach to Diversity & Inclusion

We believe that business success relies on having talented people with diverse skills and perspectives who can come together to create high performing teams. 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, be thought leaders in our chosen fields and, ultimately, become more competitive within the marketplace. 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.

In 2015 we refreshed our Diversity and Inclusion (D&I) Policy in consultation with the National Works Council (NWC), the UK legal team, the OUTfront network and the UK HR Directors. The policy incorporates specific best practice feedback from Capgemini's participation in the Stonewall Workplace Equality Index and Opportunity Now gender diversity benchmarking. It is also in line with the latest Equality and Discrimination Guide from the Advisory, Conciliation & Arbitration Service (ACAS), published in July 2015.

Our D&I objectives are:



To engage our people in ensuring a diverse and inclusive workplace through communication, training, networks and promoting best practice;



To drive and embed D&I initiatives that support the Global Charter for Diversity and Inclusion, Group-led directives and local diversity action plans;



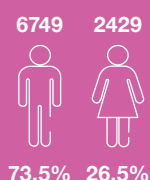
To develop employment policies and processes that embrace our commitment to diversity and inclusion and ensures legal compliance; and



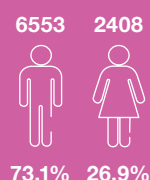
To enhance Capgemini's external brand through highlighting our diversity achievements.

To increase the proportion of women to
30 per cent by 2020

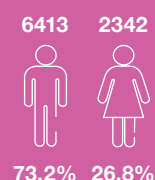
(Against our 2013 baseline)



2013



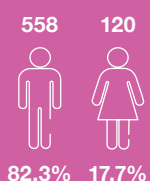
2014



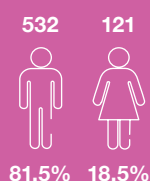
2015

To increase the proportion of senior women to
20 per cent by 2020

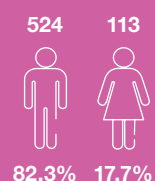
(Against our 2013 baseline)



2013



2014



2015

To ensure that
40% of graduate and apprentice hires are women by 2017



In 2015, 25.3% of our graduate and apprentice intake were female. This year we amended our target moving the deadline from 2025 to 2017, to provoke a greater sense of urgency on this topic across the business. Additionally we have broadened the scope of our target incorporating our graduate as well as apprentice intake. It remains our ambition to work towards an equal parity of graduates and apprentices joining the company in the coming years.

(1) The above targets do not cover Sogeti or Capgemini Financial Services - headcount data including Sogeti for 2015 is available in Appendix C



Goal 5 – Gender Equality.

“Achieve gender equality and empower all women and girls”



“Having a diverse workforce is a good business practice - it’s as simple as that. Gender is a big part of this and encouraging a better balance will help the organisation grow as it creates a strong culture and encourages creativity.”

Paul Margetts,
CEO Apps UK & Chair
of the Diversity and
Inclusion Working
Group.



5.2 Gender Diversity

2015 was a pivotal year for gender equality, with new legislation to address the gender pay gap in the UK, as well as the establishment of Goal Five of the UN SDGs which aims to “Achieve gender equality and empower all women and girls”. Improving gender diversity remains a particular challenge within the technology sector, with 19% of IT professional roles and 21% of IT technician roles taken up by women⁽¹⁾.

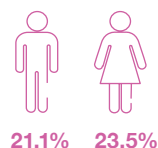
At Capgemini, we are taking steps to tackle this through engagement at a number of different levels, from our Schools Outreach programme which aims to encourage young women towards science, technology, engineering and maths (STEM) subjects to our commitment to improving gender balance at a senior level within the company.

Last year we established a new Diversity & Inclusion working group, chaired by Paul Margetts (CEO of Apps UK), to drive progress against our gender diversity targets. The working group has been tasked with delivering improvements in four key areas:

- **Measurement** – a new Diversity Dashboard has been developed, allowing the granular measurement, reporting and forecasting of D&I indicators. This tool is enabling us to identify problem areas and target the required improvements.
- **Recruitment** – increasing the number of women in the applicant pipeline, both at an experienced hire level and at graduate and apprentice levels for example. (See the Schools Outreach section).
- **Retention** – to understand why the number of women at senior levels appears lower than male counterparts and address any issues or perceptions that may be inhibiting career progression.
- **Culture change** – we continue to provide training on unconscious bias alongside defining projects to address this and identify other cultural barriers to diversity.



Percentage of male and female population who received a promotion in 2015.



We understand that attracting and retaining talented people requires flexibility around working patterns. Guided by our core values of Trust and Team Work, we allow our people the freedom to adopt informal, flexible working arrangements, where these can be accommodated by the business. Where possible we also advertise job vacancies as open to part time applicants.

In 2015, one of our team members (John Duncanson) was named in the 2015 “Power Part Time List”. As a role model, John’s inclusion on this list reinforces our belief that work/life balance and business success are not mutually exclusive.

As a mark of our ongoing commitment and efforts to achieve gender equality in the workplace, this year we were again named in *The Times* Top 50 Employers for Women for the fourth year running.

(1) <http://www.ons.gov.uk/ons/rel/lms/labour-force-survey-employment-status-by-occupation/index.html>



PEOPLE CULTURE

Leading from the Front

Christine Hodgson, our UK Chairman and Chair of the newly formed Careers and Enterprise Company, is both a role model and a spokesperson for women in technology. Christine chairs our UK Women's Business Network which aims to:

- retain new talent;
- recruit new talent; and
- win new business.



**Christine Hodgson,
Capgemini UK Chairman**



In March 2015, Christine Hodgson hosted a Women's Business Network event at our Holborn office timed to coincide with International Women's Day. Special guest Rt. Hon. Nicky Morgan MP provided an insightful reflection on her career and personal achievements to over 100 female and male Capgemini team members, as well as a number of school students.

In order to attract and inspire young women to consider a career in IT, Christine Hodgson also hosted a second event in November 2015 for 50 school-age and university students. Entitled "Inspiring Women – Transforming Lives Through Technology", the event profiled the variety of roles within IT, and highlighted the different technology innovations being developed and launched, providing attendees with insights into the role of IT within numerous industries. Please see the images overleaf from the Inspiring Women - Transforming Lives event.



These images were taken from our 'Inspiring Women – Transforming Lives through Technology' Event hosted by Christine Hodgson at the Capgemini Holborn office Accelerated Solutions Environment (ASE). The event was attended by over 50 high school and university students.



5.3 LGBT Diversity

Capgemini UK is a committed and active member of Stonewall, the equality organisation campaigning for Lesbian, Gay, Bisexual and Transgender (LGBT) rights. In January 2015, Capgemini featured in the Top 250 organisations of Stonewall's Workplace Equality Index. The Index assesses organisations on their achievements and progress on LGBT equality, particularly in the areas of policy, staff engagement and career development. This achievement is made more noteworthy because Stonewall strengthened its criteria for the index and more organisations participated in 2015 than ever before.

Our efforts in this area are driven by our employee network, OUTfront, which aims to recruit, develop, and retain LGBT individuals by fostering a safe environment within Capgemini UK. In 2015, we have seen an increase in non LGBT employees supporting this agenda (termed our LGBT Allies network). Mugs and pins are widely available across the Capgemini offices, to allow employees to demonstrate their support for OUTfront and our LGBT colleagues at Capgemini.

In order to broaden the scope of our diversity measurement, in 2016 we will move to a new HR system allowing us to gain fresh insight into our broader diversity as a company including those characteristics as outlined in the 2010 Equality Act. These insights will be used to ensure we continue to foster a more inclusive and diverse workplace culture.

"Last year we were thrilled to see Capgemini feature in the top 250 organisations on the Stonewall Workplace Equality Index. In 2016, we are going to make a real effort to increase the visibility of OUTfront. We will raise the profile of LGBT diversity issues in Capgemini UK and we will focus on those areas that need fixing. This will get us a lot closer to the Top 100."

Alan Walker - Head of Financial Services for Capgemini Consulting and executive sponsor of OUTfront UK.



OUTfront
lgbt @ Capgemini UK



5.4 Disability

We have continued to develop our in-house Assistive Technology capability, which provides a comprehensive end-to-end, managed service to ensure that 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 the 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.

In 2015, we achieved the Positive About Disabled People Two Ticks Accreditation for the seventh year running.





5.5 Health, Safety & Wellbeing

Our business success relies solely on our people and their talent as reflected in our strap-line – ‘people matter, results count’. Therefore, it is business critical that we have a work force that is healthy, safe and engaged.

We ensure that, as far as is reasonably practicable, our working environment protects the safety, health and wellbeing of our people and all visitors, contractors and members of the public with whom we may come into contact. As well as ensuring legal compliance, we follow the principles of OHSAS 18001, the international occupational health and safety management standard, and HSG65, the “Successful health and safety management guide” published by the Health & Safety Executive. Once formally released, we will also benchmark ourselves against the new ISO 45001 standard, to ensure we continue to maintain best practice.

Our objectives are:



To maintain our reportable incidence rate below 1⁽¹⁾;



To continually increase the completion of workstation risk assessments;



To increase employee engagement on health, safety and wellbeing topics through effective communication; and



To increase engagement with our clients on health and wellbeing initiatives through participating in joint supplier forums.



Our new health
kiosk in action

Our award-winning Wellbeing programme, which won the Healthy Workplace award in 2014, provides our people with a wide range of tools and resources to empower them to manage their own health and wellbeing.

Through our Employee Benefits programme, we offer a number of options to support our people's personal health, including a Healthcare Cash Plan, a Ride2Work Scheme, dental insurance and flu jabs. When additional external support is required, we provide access to online, over the phone and face-to-face professional support services through our Employee Assistance Programme (EAP). This goes beyond counselling to provide practical support on a wide range of subjects for our people and their families.

We also offer support through “Be Healthy”, an online, healthy living tool and mobile app which measures an individual's “health age” and gives personalised guidance on making healthier life choices to reduce it.

(1) Incidence rate is the number of reportable injuries in the calendar year divided by the average number of people employed during calendar year multiplied by 1,000. See Appendix C for our other Health, Safety and Wellbeing metrics.

Health, Safety & Wellbeing: 2015 Highlights

2015 Key Metrics



We maintained an incidence rate of **0.23**



195 people took part in the successful pilot of our new health kiosk



336 people received additional kit to improve their workstations



26 people were referred to external ergonomists

In March, we were audited under the Achilles Verify UVDB – Category B framework, to help give our clients confidence in the quality of our H&S management system. We were pleased to report our system placed well above the target of 80% for our sector.

Our Wellbeing programme is also inspired and driven by the creative ideas of our people. **In September**, we hosted an internal Dragons' Den competition in which 50 teams competed to come up with the best ideas for mobile apps. One of the winners was CapFitClub, a team which proposed an app to help groups of employees join together in setting and measuring progress towards joint health goals. The team received sponsorship to build their app during 2016, which will make an excellent addition to our suite of health and wellbeing tools.

On November 4, we marked National Stress Awareness Day by launching our new Mental Health portal, which provides access to a range of mental health support information and tools including mindfulness programmes, computer-based training and external support mechanisms. A designated area of the portal provides advice and tools for those managing team members with mental health challenges, as well as those supporting friends or family with mental health issues.

In April we held an externally facilitated Senior Executive Briefing session with our executive sponsors, key stakeholders and employee representatives. The day provided an update on current H&S legislation and communicated the importance of integrating H&S into business operations and objectives.

Over a two-week period **in November**, around 200 people used an interactive health kiosk in our Woking office that measured key health indicators such as Blood Pressure, Heart Rate and Body Mass Index. Following the successful pilot, a three-year rollout programme will commence in 2016, with the kiosk visiting all of our UK offices a number of times, allowing our people to track improvements in their health and wellbeing over time.

From 10 November to 1 December we ran a prize draw to encourage our people to assess the safety of their workstations and take a short training module on workstation ergonomics. Over 1,100 completed a workstation risk assessment, allowing us to identify those who require specialist equipment as well as raising awareness of the musculoskeletal and postural risks associated with the use of laptops and sedentary working.

Appendices

Appendix A: Environmental Data

TABLE 1: GHG EMISSIONS BY SCOPE

Scope	Source	2008*	2014	2015	% change since 2008	% change since 2014	2015 (electricity re-calculated using market-based method)
Scope 1 (tCO ₂ e)	Natural Gas	987	778	880	-10.9%	13.1%	880
	F-gas	343	119	635	84.8%	434.4%	635
	Diesel	156	123	77	-50.9%	-37.5%	77
Total Scope 1		1,487	1,020	1,592	7.0%	56.0%	1,592
Scope 2 (tCO ₂ e)	Office Electricity	9,056	8,414	6,944	-23.3%	-17.5%	1,740
	Data Centre Electricity	25,495	25,773	23,329	-8.5%	-9.5%	10,366
Total Scope 2		34,551	34,187	30,274	-12.3%	-11.4%	12,106
Scope 3 (tCO ₂ e)	Business Travel	16,040	15,477	13,270	-17.3%	-14.3%	13,270
	Electricity transmission & distribution losses	2,686	2,989	2,499	-7.0%	-16.4%	2,499
	Waste	54	12	7	-86.3%	-36.7%	7
	Water	33	52	69	108.0%	33.2%	69
Total Scope 3		18,814	18,530	15,845	-15.8%	-14.5%	15,845
Total GHG Emissions		54,852	53,737	47,711	-13.0%	-11.2%	29,543
No Scopes Data	Other F-gas (Montreal Protocol)	296	100	5	-98.3%	-94.9%	5

TABLE 2: PROGRESS AGAINST OBJECTIVES

Objective	2008*	2014	2015	% change since 2008	% change since 2014
To reduce total carbon emissions excluding data centres by 10% by 2017 (tCO₂e)	27,012	25,436	22,265	-17.6%	-12.5%
...office energy emissions (tCO ₂ e)	10,727	9,877	8,341	-22.2%	-15.5%
To reduce office energy use by 20% by 2017 (MWh)	23,471	20,940	19,533	-16.8%	-6.7%
To reduce total business travel emissions by 10% by 2017 (tCO₂e)	16,040	15,477	13,270	-17.3%	-14.3%
...from cars (tCO ₂ e)	5,917	5,135	3,990	-32.6%	-22.3%
...from flights (tCO ₂ e)	3,834	4,261	3,899	1.7%	-8.5%
...from hotels (tCO ₂ e)	4,399	3,852	3,741	-15.0%	-2.9%
...from rail (tCO ₂ e)	1,328	1,488	1,228	-7.5%	-17.5%
...from other (tCO ₂ e) - Bus, Taxi and Motorbike	562	741	412	-26.7%	-44.4%
To improve data centre energy efficiency by 25% by 2017 (Average PUE)	1.88	1.66	1.69	-21.3%	4.5%

TABLE 3: OTHER ENVIRONMENTAL DATA

Metric	2008*	2014	2015	% change since 2008	% change since 2014
Office energy use (MWh)	23,471	20,940	19,533	-16.8%	-6.7%
Data centre energy use (MWh)	52,077	52,887	51,078	-1.9%	-3.4%
Total energy use (MWh)	75,548	73,827	70,610	-6.5%	-4.4%
Waste diverted from landfill (tonnes)	355	249	232	-34.6%	-6.7%
General waste to landfill (tonnes)	234	33	25	-89.5%	-24.7%
Total waste generated (tonnes)	589	281	256	-56.6%	-8.8%
Total water supply (cubic metres)	31,572	49,311	65,669	108.0%	33.2%
Average g CO ₂ e/km for company car fleet		117	113		-3.6%

Notes

- The figures in Tables 1, 2 and 3 provide the environmental data for Capgemini's operations in the UK for the reporting years 2008, 2014 and 2015. Please note Capgemini Financial Services UK and Sogeti UK data has been excluded from the data for the reporting year 2008.
- The final column on the right of Table 1 includes a recalculation of the 2015 data according to the Greenhouse Gas Protocol Scope 2 Standard. 66% of our electricity comes from renewable sources and therefore an emission factor of 0 kg CO₂e/ kWh has been applied for this electricity use. The remaining 34% of our electricity supply is provided by landlords and in the absence of supplier emission rates a residual fuel mix factor for 2014 for the UK has been used, sourced from RE-DISS: <http://www.reliable-disclosure.org/documents/>
- "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 2014 has altered since previous reports due to the ongoing maturation of the data collection process: in particular, Sogeti UK and Capgemini Financial Services UK have been included in the reports for the first time, corrections have been made to energy use at one data centre and an additional small Capgemini UK office Stevenage has also been included.
- Travel expenses for all 2015 data were not complete at the time of reporting. An exercise was undertaken to determine the percentage difference between the 2014 data recorded at the end of February 2015 and the actual data reported in March 2015 (when all travel expenses for 2014 are considered complete). The percentage difference for each type of transport was then applied to the 2015 travel data in order to account for the missing 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 unmeasured 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.
- Total carbon emissions excluding data centres include all emissions except those directly associated with our data centres i.e. energy use, F-gas, waste and water use at our data centres.
- The Power Usage Effectiveness (PUE) data is an average across all our UK data centres.
- Average g CO₂e/km for company car fleet is calculated by reviewing the g CO₂e/km for each company car (as per information from manufacturer) and calculating an average across the entire fleet

Appendix B: Community Data

TABLE 1: COMMUNITY DATA

	2013	2014	2015	% change against 2013
Community Impact Awards & Community Investment Grants				
CIA raised by applicants ⁽¹⁾	£182,168	£99,768	£468,845	157.4%
Capgemini CIA matched donations ⁽²⁾	£24,225	£23,138	£27,482	13.4%
Number of CIA votes ⁽³⁾	2,053	4,144	4,592	123.7%
Capgemini CIG awards ⁽⁴⁾	£6,000	£7,030	£8,583	43.1%
Number of charities supported ⁽⁵⁾	42	42	44	4.8%
National Charity Partners				
The Prince's Trust Corporate Donation	£25,000	£44,970	£105,000	320.0%
The Princes's Trust Employee Fundraising	£22,000	£21,588	£10,415	-52.7%
BITC Corporate Donations	£10,300	£13,900	£10,300	0.0%
WWT Corporate Donations ⁽⁶⁾	N/A	£8,207	£6,887	-
Other Charitable Donations				
Employee Payroll Giving (annual total)	£100,453	£112,770	£103,904	3.4%
Other Corporate Contributions ⁽⁷⁾		£26,016	£15,300	
Other Employee Fundraising		£45,874	£10,518	
Volunteering				
Number of volunteering hours ⁽⁸⁾	2,650	2,657	2,682	1.2%
Cost to the business ⁽⁹⁾	£81,589	£81,237	£80,944	-0.8%
Palace to Palace participation ⁽¹⁰⁾	70	75	100	42.9%
Give and Gain Day participation	63	85	120	90.5%
Schools Outreach Programme				
Number of Students Engaged ⁽¹¹⁾		7,000	5,843	
Number of Employees Volunteering		100	228	
TOTAL Employee Donations⁽¹²⁾	£304,621	£280,000	£593,683	94.9%
TOTAL Corporate Donations⁽¹³⁾	£141,114	£204,498	£254,496	80.3%

Notes:

- (1) Total amount in GBP raised by Community Impact Award (CIA) applicants. Please note that CIA applicants this year included the Million Makers team and Capgemini Golf Day, which is why these two items are not detailed under The Prince's Trust employee fundraising section.
- (2) Total amount Capgemini contributed in CIA matched donations.
- (3) Total number of votes cast over the duration of the year. There are four voting periods each year.
- (4) Total amount in GBP awarded by Capgemini to charities and community groups through the Community Investment Grant.
- (5) This is the total number of chairities supported through the CIA and CIG schemes.
- (6) This includes our annual joining fee plus a contribution to WWT for corporate volunteer days.
- (7) This includes other direct and indirect corporate donations not included elsewhere, including corporate donations to the Naandi Nanhi Kali programme and indirect contributions the Children in Need appeal.
- (8) Volunteer hours include time logged by Capgemini UK Plc employees during working hours using a volunteer project code. This figure does not include any volunteering outside of working hours, nor does it include volunteering by Sogeti UK and Capgemini Financial Services UK.
- (9) The annual cost of volunteering to the business is calculated at a standard hourly rate. This data excludes Sogeti UK and Capgemini Financial Services UK.
- (10) Palace to Palace participation refers to the total number of cyclists who joined Team Capgemini for the race, which included employees, clients and partners.
- (11) This refers to the total number of students who participated in an event organised or facilitated by Capgemini UK employees. The reduction in interactions in 2015 reflects a strategic decision to attend fewer careers fairs, in order to host more impactful events for school and college students.
- (12) Total Employee Donations includes: amount raised by employees through CIAs, The Prince's Trust employee fundraising, Payroll Giving and other employee fundraising).
- (13) Total Corporate Donations includes direct and indirect contributions including to our charity partners (BITC, WWT, The Prince's Trust), CIA match donations, CIG awards and the cost of volunteering to the business.

Appendix C: People Culture Data

TABLE 1: DIVERSITY & INCLUSION DATA

		2013		2014		2015 ⁽¹⁾	
		Number	%	Number	%	Number	%
Total headcount⁽¹⁾							
	Female	2429	26.5%	2408	26.9%	2342	26.8%
	Male	6749	73.5%	6553	73.1%	6413	73.2%
Gender breakdown by grade⁽²⁾							
Senior employees (E-F)	Female	120	17.7%	121	18.5%	113	17.8%
	Male	558	82.3%	532	81.5%	521	82.2%
Professionals (B-D)	Female	1790	25.7%	1371	26.0%	1626	25.9%
	Male	5164	74.3%	4920	74.0%	4646	74.1%
Entry level (A)	Female	519	33.6%	556	33.6%	603	32.6%
	Male	1027	66.4%	1101	66.4%	1246	67.4%
Graduate & apprentice intake⁽³⁾							
	Female	76	25.0%	70	26.1%	81	25.3%
	Male	228	75.0%	198	73.9%	239	74.7%

TABLE 2: HEALTH, SAFETY & WELLBEING

	2013	2014	2015
No. of workstation assessments completed	-	1,798	1,807
No. of cases requiring additional kit	-	311	336
No. of cases referred to external ergonomists	-	41	26
Minor accidents	43	40	39
RIDDOR accidents	0	5	2
Incidence rate ⁽⁴⁾ (per 1,000 employees)	0	0.6	0.23
Frequency rate ⁽⁵⁾ (per 100,000 hours worked)	0.29	0.28	0.28

(1) This is the total active headcount by gender during the reporting year i.e. all individuals employed by Capgemini during this period. For 2013 and 2014 the figures by gender are for Capgemini UK Plc only. For 2015, we have also included Sogeti UK.

(2) This is the active headcount by gender and grade employed by Capgemini UK Plc during the reporting year. For 2015, the figures also include Sogeti UK.

(3) This refers to the number men and women joining Capgemini UK Plc formal graduate and apprentice training programmes during the reporting year and the percentage split by gender.

(4) The incidence rate is calculated as follows: $\frac{\text{Total number of reportable injuries in calendar year}}{\text{Average number employed during calendar year}} \times 1,000$

(5) The frequency rate is calculated as follows: $\frac{\text{Total number of injuries in calendar year}}{\text{Total working hours during calendar year}} \times 100,000$

TABLE 3: OTHER DIVERSITY & INCLUSION DATA

		2013		2014		2015	
		Number	%	Number	%	Number	%
Recruitment by gender	Female	345	28.6%	227	28.3%	264	25.8%
	Male	861	71.4%	576	71.7%	758	74.2%
Attrition rate by gender	Female	248	24.3%	330	26.9%	388	26.1%
	Male	772	75.7%	898	73.1%	1097	73.9%
Promotion rate by gender ⁽⁶⁾	Female	-	-	379	22.6%	447	23.5%
	Male	-	-	858	19.1%	1091	21.1%
Average number of L&D hours completed annually by gender ⁽⁷⁾	Female	-	-	18.5	-	15.4	-
	Male	-	-	17.3	-	15.9	-
Number of people taking maternity/paternity leave	Female	-	-	-	-	126	-
	Male	-	-	-	-	139	-
% retention following maternity leave ⁽⁸⁾	Female	-	-	-	-	-	88.5%
Ethnicity by grade ⁽⁹⁾							
BAME Total Headcount		-	-	-	-	1353	19.2%
BAME Senior Manager (E-F)		-	-	-	-	72	13.1%
BAME Professional (B-D)		-	-	-	-	970	19.4%
BAME Entry Level (A)		-	-	-	-	311	20.8%
% of people working part time ⁽¹⁰⁾	All		-		8.7%		8.8%

(6) This refers to the number of individuals employed by Capgemini UK Plc only, who received a promotion during each year for 2014 and 2015. This figure is given as a percentage of the total headcount for each gender.

(7) This is calculated by measuring the total number of learning and development hours completed by Capgemini UK Plc male and female employees each month (including both internally and externally facilitated training). The monthly average by gender is then used to derive an annual average by gender.

(8) This is the percentage of women employed by Capgemini UK Plc whose maternity leave ended during 2015 and were still employed by Capgemini 10 or more weeks later.

(9) This refers to the percentage of individuals employed by Capgemini UK plc only who identify their ethnicity as Black, Asian or Minority Ethnic (BAME) and a breakdown by grade. Note this is based on average monthly headcount, rather than active headcount.

(10) This refers to the percentage of employees whose contracted hours are less than 37.5 hours per week (standard across the UK business).

DNV-GL Independent Assurance Statement

Scope of engagement

Capgemini UK plc ("Capgemini") commissioned DNV GL Business Assurance UK Limited ("DNV GL") to conduct a reasonable assurance engagement over direct and indirect annual GHG emissions (Scope 1, 2 and selected Scope 3 Emissions) for Capgemini's UK operations for 2015 (the "GHG emission assertions") as reported in the UK's Corporate Responsibility & Sustainability Report 2015/2016 and an independent assurance assessment of Capgemini UK's Corporate Responsibility & Sustainability Report 2015/2016 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 is an extension to the Management System Certification audits conducted on a rolling six-monthly programme for ISO 14001:2014 (Environmental Management Systems) and ISO 50001:2011 (Energy Management Systems).

The scope of the GHG data includes:

- **Scope 1 and 2 sites (covering energy and F-Gas and Ozone Depleting Substances Losses):** UK offices, data centres and financial services offices⁽¹⁾
- **Scope 3:** Business travel: all business travel captured through travel agents and the expense systems (DTX and MyExpenses) covering: All flights, all road vehicle mileage, rail travel including underground rail, taxis and buses, office waste, office water use and hotel nights data. Emissions associated with the transmission and distribution losses of electricity. Other indirect Scope 3 emissions which are not currently reported are: upstream transportation and distribution, employee commuting, upstream leased assets, downstream transportation and distribution, processing of sold products, use of sold products, end-of-life treatment of sold products, downstream leased assets, franchises and investments.

To assess the GHG emission assertions, which include an assessment of the risk of material misstatement, we have used Capgemini's reporting guidelines as suitable criteria on which to base our work. They include the GHG Protocol and Capgemini UK Carbon Accounting Standard Operating Procedures (the "Criteria"). The GHG emission assertions are listed below:

- Scope 1 emissions using Emissions Factors from "2015 Greenhouse Gas Conversion Factors for Company Reporting" from DEFRA (1,592 tCO₂e). Note this does not include 5 tCO₂e from Non-Kyoto Protocol Refrigerant Gases. Scope 2 emissions using Emissions Factors from "2015 Greenhouse Gas Conversion Factors for Company Reporting" from DEFRA for Location Based (30,274 tCO₂e) and Supplier Specific Emissions Factors or Residual Mix Factors for Market Based (12,106 tCO₂e). Scope 3 emissions from business travel, waste and water use from "2015 Greenhouse Gas Conversion Factors for Company Reporting" from DEFRA and Scope 3 emissions from hotel nights using Emission Factors from the Carbon Neutral Company. 13,346 tCO₂e. Emissions associated with the transmission and distribution losses of electricity 2,499 tCO₂e.

Source streams included are: natural gas, electricity, gas oil (diesel), losses of Kyoto Protocol F-Gases, waste, water use, hotel nights and all business related travel as noted above. For all other performance data we used the Global Reporting Initiative (GRI) Quality of Information Principles (Balance, Clarity, Accuracy, Reliability, Timeliness and Comparability) as criteria for evaluating performance information, together with Capgemini's data protocols for how the data are measured, recorded and reported.

Our conclusion

Based on the work we have undertaken the following data are fairly stated and has been prepared, in all material respects, in accordance with the Criteria. Scope 1 emissions 1,592 tCO₂e. (Note this does not include 5 tCO₂e from Non-Kyoto Protocol Refrigerant Gases). Scope 2 using Location Based Factors is 30,274 tCO₂e. Scope 2 using Market Based Factors is 12,106 tCO₂e. Scope 2 Location Based and Market Based Factors are reported on the basis of electricity consumption of 65,558,998 kWh. Scope 3 emissions 15,845 tCO₂e (including emissions associated with the transmission and distribution losses of electricity 2,499 tCO₂e). 47,711 tCO₂e Total Emissions using Location Based Factors. 29,543 tCO₂e Total Emissions using Market Based Factors. This conclusion relates only to the GHG emission assertions, and is to be read in the context of this Assurance Report, in particular the inherent limitations explained below. Regarding the Corporate Responsibility & Sustainability Report 2015/2016 DNV GL concludes that the information included in this report is an accurate and complete account of Capgemini's sustainability performance.

Standards and level of assurance

DNV GL is accredited under ISO 14065:2013 for verification of GHG emissions data under the EU Emissions Trading System. The standard used to conduct this assurance engagement was ISO 14064-3 2006. DNV GL applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021:2011 – Conformity Assessment Requirements for bodies providing audit and certification of management systems, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. Performance data were verified to a reasonable level of assurance with the threshold for material error defined as 5%. We planned and performed our work to obtain the evidence we considered sufficient to provide a basis for our opinion, so that the risk of this conclusion being in error is reduced to very low.

Basis of our conclusion

We are required to plan and perform our work in order to consider the risk of material misstatement of the GHG emission assertions and content of the Corporate Responsibility & Sustainability Report 2015/2016; our work included, but was not restricted to:

⁽¹⁾ **Offices:** Woking, Southbank, Aston, Rotherham, Bristol, Edinburgh, Nairn, Inverness, Glasgow, Manchester, Telford International House, Swansea, Holborn, Telford Partnership House, Telford St James House, Telford Fuller House, Telford Plaza 1, Telford Plaza 2, Stevenage; **Merlin Data Centre:** Swindon; **Data Centres:** Southbank, Rotherham, London City; **Toltec Data Centre:** Bristol; Toltec Office Bristol; **Sogeti Office:** London Wall; **Financial Services Offices:** Leeds and Liverpool.

- Assessing the appropriateness of the Criteria for the GHG emission assertions;
- Conducting interviews with Capgemini management to obtaining an understanding of the data management systems and processes used to generate, aggregate and report the GHG emission assertions;
- Site visits to review process and systems for preparing site level data consolidated at Head Office. We were free to choose sites on the basis of materiality;
- Reviewing that the evidence, measurements and their scope provided to us by Capgemini for the GHG emission assertions are prepared in line with the Criteria;
- Review of the draft and final versions of the Corporate Responsibility & Sustainability Report 2015/2016, and verification of data and claims;
- The rolling programme of ISO 14001:2014 and ISO 50001:2011 certification audits that ensure all sites are visited at least once in three years with greater emphasis given to Capgemini's larger sites. The audits involve testing legal compliance for environment and energy related issues, assessing the degree of control in place, testing data gathering processes and reviewing progress with Capgemini's stated objectives and targets and wider sustainability programme. In the reporting year, DNV GL visited Head Office on multiple occasions as well as five operational sites.

Inherent limitations

Due to the selective nature (sampling) and other inherent limitations of both procedures and systems of internal control, there remains the unavoidable risk that errors or irregularities, possibly significant, may not have been detected. Energy use data used in GHG emissions calculations are subject to inherent uncertainties, given the nature and the methods used for determining such data. Finally, the selection of different but acceptable estimation techniques may result in materially different reported emissions. DNV GL expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Assurance Report. DNV GL's assurance engagements are based on the assumption that the data and information provided by the client to us as part of our review have been provided in good faith.

Our competence, independence and quality control

DNV GL's established policies and procedures are designed to ensure that DNV GL, its personnel and, where applicable, others are subject to independence requirements (including personnel in other entities of DNV GL) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of assurance professionals, whose members have not been involved in the development of any of the Criteria or other engagements DNV GL holds with Capgemini with the exception of providing ISO 14001:2004 and ISO 50001:2011 certification. Our multi-disciplinary team consisted of professionals with a combination of environmental and sustainability assurance experience.

Responsibilities of the Directors of Capgemini and DNV GL

The Directors of Capgemini have sole responsibility for: preparing and presenting the GHG emission assertions in accordance with the Criteria; preparing and presenting the content of the Corporate Responsibility & Sustainability Report 2015/2016; designing, implementing and maintaining effective internal controls over the information and data, resulting in the preparation of the GHG emission assertions and other information that are free from material misstatements; measuring and reporting the GHG emission assertions based on their established Criteria; and contents and statements contained within the Report and the Criteria. Our responsibility is to form an independent opinion, based on our work, to obtain assurance about whether the Selected Information has been prepared in accordance with the Criteria and to report that opinion to Capgemini. We have not been responsible for the preparation of the Report.

Other observations and recommendations

Without qualifying our Opinion as stated above, we have provided other observations and recommendations to Capgemini in a letter to Management as an additional output to our work.

For and on behalf of DNV GL Business Assurance UK Limited

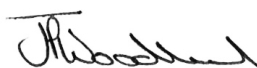
London, 19th May 2016



Graham Wood
Principal Auditor and Lead Assuror
DNV GL – Business Assurance



John Pepper
Technical Reviewer
DNV GL – Business Assurance



Jon Woodhead
Reviewer
DNV GL – Business Assurance

DNV GL

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