

# Capgemini UK Sustainability Report 2013/2014



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*In the face of increasing global pressures, such as resource scarcity, urbanisation and climate change, Capgemini is committed to being a sustainable business and to providing innovative services to our clients. We aim to have a positive impact for our people, our clients, the environment and the communities in which we live and operate.*

**James Robey**  
Group Corporate Responsibility  
& Sustainability Director



Sustainability Knowledge Swap held in partnership with Business in the Community.



# Executive Summary

Welcome to Capgemini UK's Annual Sustainability Report. This report provides an overview of our progress over the last 12 months together with our audited 2013 environmental and social performance data.

The last twelve months have seen the alignment of Capgemini UK's sustainability programme with Capgemini's global approach to Corporate Responsibility and Sustainability (CR&S). Consequently this year's annual sustainability report has been expanded and structured around the four strategic dimensions of our global CR&S approach:

- Values & Ethics – providing the ethical framework which underpins all we do;
- Environmental Sustainability – managing and reducing our environmental impacts;
- Community Engagement – maximising our positive impacts on the communities in which we live and operate; and
- People Culture – ensuring that we are both a responsible and inclusive company.

In addition, we continue to seek out opportunities to incorporate sustainability further into the services we provide for our clients. In pursuit of this, last year we were delighted to receive the EU Code of Conduct Award for Data Centres for our already award-winning Merlin data centre.

2013 also saw external recognition for our Community Programme with Capgemini awarded the Business in the Community (BITC) Community Mark. Our community focus continues around the themes of skills for the future, education and inclusion. Last year our Schools Programme impacted over 5,000 students while our Community Impact Awards supported over 50 charities and local community groups.

2013 was also another year of progress in our quest to improve the environmental footprint of our operations. Since 2008, our absolute headline carbon footprint (excluding our data centre

activities) has reduced by 28 per cent, significantly exceeding our 20 per cent target.

Our sustained focus on improving office energy efficiency has made a significant contribution to this overall achievement – like for like office energy emissions have been reduced by 41 per cent over the period. 2013 saw the launch of a flagship energy programme at our Aston office: upgrading the lighting, heating and ventilation systems as well as installing solar water heating - Capgemini UK's first renewable project.

Although our overall travel related carbon emissions have reduced by 19 per cent compared to our 2008 baseline, year on year reductions continue to pose a challenge in our globalising business. Business travel remains a key priority for us and building on the progress made in the UK, our award-winning TravelWell initiative is now being deployed globally.

Recognising our overall progress on climate change, together with our commitment to transparent reporting, we were delighted to be listed in the CDP's inaugural Supplier Climate Performance Leadership Index (SCPLI).

In addition, we were featured in The Times Top 50 Employers for Women, while Capgemini globally was recognised by the Ethisphere Institute as one of the World's Most Ethical Companies.

Further information about our approach to corporate responsibility and sustainability can be found on our website at [www.capgemini.com/sustainability](http://www.capgemini.com/sustainability)

James Robey  
Vice President  
Group Corporate Responsibility & Sustainability Director







Capgemini's 2013 team for the Palace to Palace bike ride in aid of The Prince's Trust



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# 1. Introduction

Our future success as a business is in part dependent on our ability to recognise and respond to the limits of the system in which we operate and to adapt our business model accordingly. We recognise that our services impact the natural environment through our use of energy and as a result of our business travel. As such we are actively working to address both the risks and opportunities associated with issues such as climate change.

We also recognise the opportunities for our consulting and technology expertise to be used to assist our clients with their own sustainability challenges. We are actively developing the capability to support clients - for example, through using technology to manage and reduce energy consumption and carbon emissions.

This report provides a consolidated update on Capgemini UK's Sustainability Programme.

This section provides an overview of our approach to Corporate Responsibility and Sustainability, our governance framework, and the scope of our Sustainability Programme.

Section 2 outlines Capgemini's seven core values and our Code of Business Ethics and describes how we work with suppliers and business partners to ensure the goods and services we procure comply with our sustainability principles.

Section 3 presents our Environmental Sustainability Programme including our policy, objectives, key initiatives, as well as our latest progress on our key environmental performance indicators.

Section 4 provides an overview of our Community Programme, including our schools programme, our long-standing partnership with The Prince's Trust, our programme with the Naandi Foundation in India and our involvement with a wide range of local initiatives.

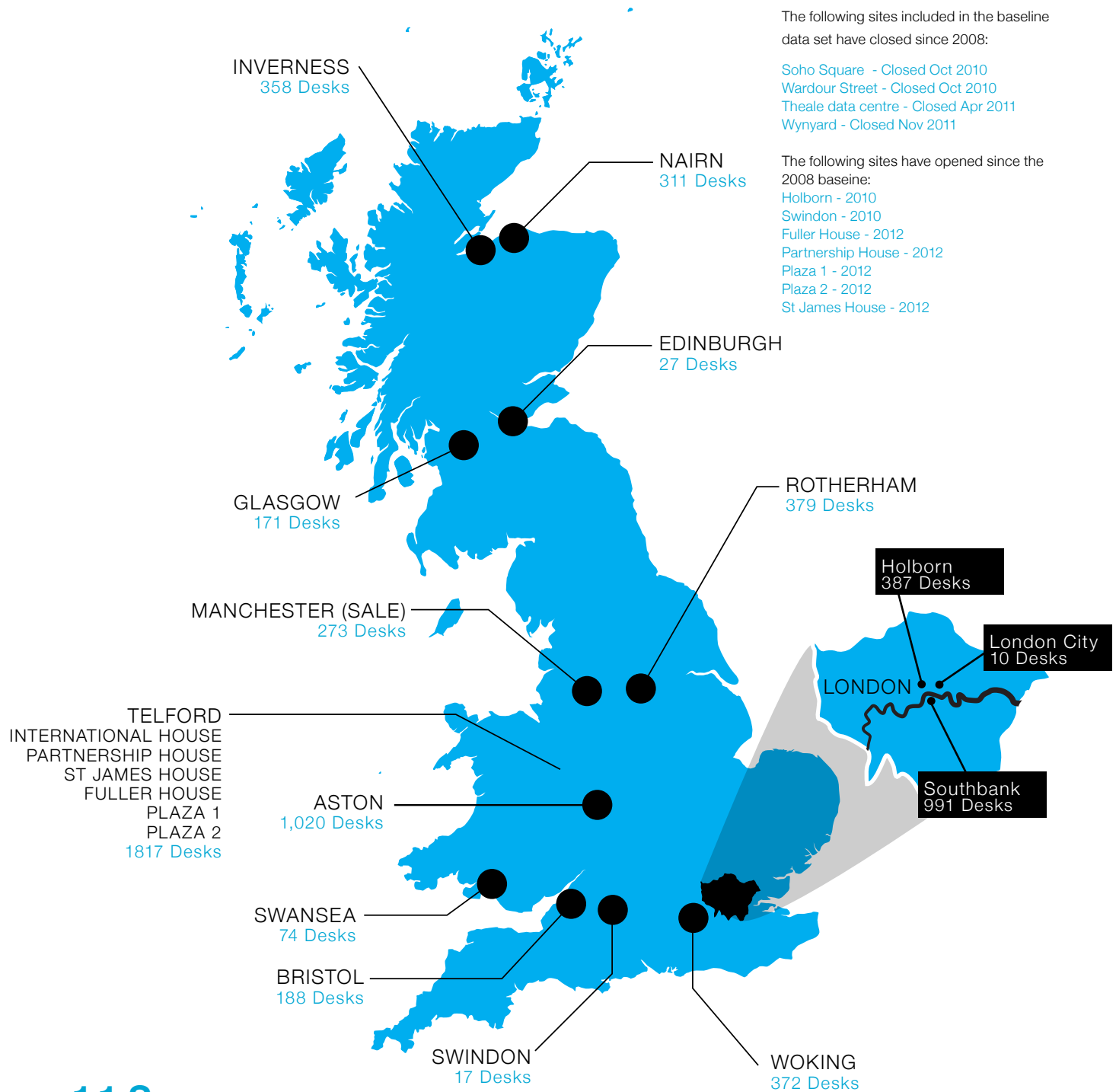
Section 5 focuses on our 'People Culture' approach and the ways in which we support professional development and well-being, as well as cultivating a culture of diversity and inclusivity. This section also outlines how we communicate and engage our people with our Sustainability programme.

Finally, Section 6 provides an insight into how we are working to support some of our clients with their own sustainability challenges.

## **Our Sustainability Vision:**

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





## 1.1 Scope

The environment data contained in this report relates to the activities and operations of Capgemini UK only – our other UK businesses (Capgemini Financial Services and Sogeti) currently sit outside the remit of our ISO 14001 certification so are not included within the scope of this report. We aim to bring Capgemini Financial Services within the scope of our ISO 14001 certification during 2014.

In 2013, our 8,181 Capgemini UK employees delivered our services from

both our offices and from client locations across the UK.

The scope of the energy, F-gas, waste and water data in this report is limited to facilities which are within our operational control. This report also includes data relating to our business travel which is not limited to location, but is collated across all Capgemini UK employees (including contractors numbered within the headcount).

We continue to engage with all our people, whether or not they are

located on Capgemini sites, but we recognise our limited ability for affecting environmental change within facilities not under our control. Consequently, client locations are not included within the scope of our environmental reporting nor do they fall into the scope of our ISO 14001 certification. However, employees are encouraged to adhere to clients' policies and environmental approach.

The map above shows the facilities in scope for our environmental reporting and our ISO 14001 certification.



## 1.2 Our Approach to Sustainability

During 2013, we aligned our approach to Sustainability around the following strategic dimensions: Values and Ethics, Environmental Sustainability, Community Engagement, People Culture and Client Services.



### Values & Ethics

**It's about who we are and the way we do business.** Built on the foundation of our seven core values, our code of ethics underpins our corporate culture and permeates all of our business practices, procurement behaviours and employee welfare policies.



### Environmental Sustainability

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



### Community Engagement

**We strive to have a positive impact on the communities in which we live and operate.** As a major global employer, we work both locally, nationally and internationally with charities, non-governmental organisations (NGOs) and local authorities around education and development. Around the Group, we actively encourage our people to volunteer their time to make a difference in their local communities.



### People Culture

**We aim to be the employer of choice for people who wish to flourish in a creative and diverse environment.** Our focus is on the professional development and well-being of all our people by ensuring that both our business practices and our facilities empower our delivery excellence. We have a culture whereby we respect and value the diversity and creativity of all our people.



### Client Services

**Our clients benefit from our deep understanding of sustainability and our world class business transformation capabilities.** We deliver long lasting value with tangible results. We take customer dialogue and feedback very seriously, and look to embed Corporate Responsibility and Sustainability considerations into our consulting, technology and outsourcing services.





## 1.3 Governance

Established in 2007, Capgemini UK's Sustainability Board provides the governance for our Sustainability Programme. The Board is comprised of chief executive officers (CEOs) and other senior executives from our key Strategic Business Units. In addition to setting the overall direction of our sustainability strategy, the Board is also responsible for the formal executive reviews of our ISO 14001 certified Environmental Management System (EMS).

At an operational level, our Sustainability Programme is driven forward by the Sustainability Operations Leadership Team, which meets monthly. The Team is chaired by the UK Chief Financial Officer and is responsible for progressing operational issues related to our Sustainability Strategy (as set out by the Sustainability Board). The Environment Programme is led by a dedicated Head of Environment.

Our Community Programme is led by a dedicated Head of Community working directly with the Community Executive Sponsor. A network of local Community Champions ensures engagement and implementation at a local level in the regions where we operate.

## Our Sustainability Framework

### Values & Ethics

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

#### Environmental Sustainability

Our deep and measured understanding of our environmental impact enables us to manage risk and reduce our carbon footprint across the Group.

#### Community Engagement

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

#### People Culture

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

#### Client Services

Our clients benefit from our comprehensive understanding of sustainability and our world class business transformation capabilities.

## 2. Values & Ethics

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



trust



boldness



team spirit



modesty



fun



honesty



freedom

### HIGHLIGHT: WORLD'S MOST ETHICAL COMPANIES 2013

Capgemini's long-standing commitment towards ethical leadership, compliance and corporate responsibility and sustainability resulted in us being named one of the World's Most Ethical Companies in 2013 by the Ethisphere Institute.

The Ethisphere Institute is an independent centre of research and thought leadership that promotes best practices in corporate ethics and compliance. The World's Most Ethical Companies designation recognises companies that not only promote ethical business standards and practices internally, they exceed legal compliance minimums and shape future industry standards by introducing best practices today.



WORLD'S MOST ETHICAL COMPANIES  
**ETHISPHERE**

## 2.1 Ethics & Compliance

Capgemini's ethics and compliance programme demonstrates our commitment to being a responsible employer and business organisation. We recognise that building trust with clients, shareholders, team members, suppliers and other stakeholders is critical to the continued success of our business.

Capgemini UK has an Ethics and Compliance Officer who is part of a network across the Group, providing support and enabling compliance with all applicable competition and antitrust laws. We reject any and all forms of bribery and corruption.

Every employee across the Group including the UK is expected to undergo specific e-learning training and to comply with our Code of Business Ethics which supports and adheres to:

- The principles of the 1948 Universal Declaration of Human Rights and refuses the use of forced labour 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 Program and has signed on to the UN Global Compact "Caring for Climate" and "Women's Empowerment Principles" initiatives.



### Ethics Week

Corresponding with the Group's anniversary, Capgemini UK participated in a group-wide Ethics Week (September 30 - October 4), to raise awareness of our ethical policies and of our core values. A series of short and engaging videos was launched to demonstrate the importance of ethics and compliance in the way we behave and communicate. Through internal social media and local events, we sought to encourage dialogue around ethics and compliance, to make these potentially challenging topics engaging and accessible to all our people.



## 2.2 Sustainable Procurement

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

We prefer to develop long-term, sustainable relationships with suppliers who have a proven record of actions and capability, both in terms of project delivery and in terms of sustainability, but we are also open to collaborating with new partners.

We only work with suppliers and partners who accept and adhere to our core principles and have no serious convictions under relevant legislation. In case of non-compliance with our sustainability and ethics requirements, we reserve the right to do no further business with a supplier.

A risk assessment of every supplier is carried out based on the Core Principles of Sustainable Procurement. Since March 2010 the UK Procurement Team has carried out assessments on approximately 4,000 suppliers. As a result, 250 suppliers have been delisted and we are supporting a further 192 to reach the required standards. We perform sample reviews of suppliers in order to verify the responses to supplier surveys, (for example: asking to see the originals of ISO 14001 certificates). In addition, during 2013 we introduced supplier audits to ensure supplier responses are correct and accurate. To date, we have completed 13 of these supplier audits.

We have a project underway to rationalise and define a standard approach for selecting products, services and partners. This will help to ensure Capgemini has reliable suppliers with the capability to consistently deliver.





## Our Sustainable Procurement Principles

1. Human rights
2. Respect for national, international, regional and local applicable laws
3. No forced or compulsory labour
4. No child labour
5. Equality and diversity
6. Employee well-being and development
7. Disciplinary practices
8. Freedom of association
9. Health and safety
10. Confidentiality and intellectual property
11. Refusal of bribery and corruption in business practices
12. Environmental impacts

## Our Work with Small and Medium Sized Enterprises

Our procurement programme also ensures Capgemini UK conduct business with Small and Medium sized Enterprises (SMEs) in an efficient and cost effective way. This focus has been set up in support of the UK Government target that 25 per cent of Public Sector revenues should go to SMEs by April 2015.

Our SME programme, which includes executive leadership through board level representation and a company-wide SME envoy, has:

- Reduced the payment terms for all SMEs to 30 days (or less) and improved the payment process so that SME invoices are prioritised;
- Signed up as members of the Her Majesty's Government (HMG) Prompt Payment Code;
- Offered all SMEs up to 30 free electronic invoices;
- Introduced quarterly reporting to the Cabinet Office of SME spend related to public sector clients;
- Hosted expos giving SMEs the opportunity to showcase their abilities and innovation for emerging technologies; and
- Created a portal designed for SMEs with business information and helpful links.



### HIGHLIGHT: SOURCE SME

In 2013, we developed a comprehensive database of Small and Medium Sized Enterprises (SMEs) and their capabilities (SourceSME) for use by Capgemini UK purchasing professionals. By encouraging the use of SourceSME during solution design and the supplier selection process, we hope to increase opportunities in our business for SMEs. SourceSME was launched in January 2014.

### 3. Environmental Sustainability

At Capgemini UK, we recognise that our business operations have an impact on the environment, particularly in terms of our use of energy and resources, our business travel and the waste generated at our sites. We are committed to reducing our environmental impacts and to complying with all legal and other relevant requirements. Beyond compliance, we believe that improving our own environmental sustainability can drive shareholder value by reducing our operational costs and giving us opportunities to identify new service offerings.

#### **HIGHLIGHT: RECOGNISED AS CLIMATE CHANGE LEADERS**



Capgemini UK received recognition for climate leadership in the CDP's inaugural Supplier Climate Performance Leadership Index (SCPLI). The SCPLI is designed to recognise companies that demonstrate strong and transparent climate change strategies as well as effective carbon reduction programmes. Compiled by FirstCarbon Solutions on behalf of CDP, the index is based on supply chain programme data from 2,868 suppliers. This recognition places us in the top three per cent of all companies assessed.





## 3.1 Our Environmental Management System

Capgemini UK's Environment Programme is underpinned by our Environmental Policy. This policy (included in Appendix A) is reviewed and approved annually by the UK Sustainability Board, with the most up-to-date version displayed in each UK office and on our website.

Our Environmental Policy is supported by our Environmental Management System (EMS), a framework of documented processes and procedures which ensure that the Policy is implemented at an operational level. Ultimate governance of the EMS rests with the UK Sustainability Board.

The EMS was established in 2008, received ISO 14001 certification in June 2009, and was re-certified in 2013. Our

EMS covers the management of significant environmental impacts associated with the activities delivered by our employees and within our leased or owned premises. Last year, our EMS was expanded to incorporate five additional facilities in Telford, which were certified under ISO 14001 in December 2013.

All sites that fall within the scope of our ISO 14001 certification are audited annually by a team of internal auditors (certified separately by the Institute of Environmental Management and Assessment). In addition, our external verifiers undertake half yearly audits.

## 3.2 Identifying our Environmental Impacts

When the EMS was established in 2008, we brought in external consultants to conduct an Initial Environmental Review (IER). One of the key outputs was an extensive list of potential impacts relevant to our business. We investigated these further to determine which impacts we could directly control and which we could influence. Those under our control include:

- Our use of electricity, gas and diesel;
- Our use of various forms of transportation for business travel;
- The amount and type of waste from our in scope offices;
- Our use of land and the in scope buildings in which we conduct business;

- The goods and services we procure through our supply chain; and
- The direct and indirect greenhouse gas (GHG) emissions from our business operations.

Each year we review our impacts to ensure that those managed remain relevant. More detailed information on these impacts, including the related legal requirements, is in Appendix B.

By prioritising these impacts, we developed a number of challenging improvement objectives (detailed on pages 18 and 19) to be achieved between 2009 and 2014. Our current set of environmental objectives mature at the end of 2014, and we are now working on defining our future ambitions and a new set of objectives, which will be announced in the coming year.



### 3.3 Environmental Data Gathering

The collection, management and reporting of Capgemini UK's environmental data is governed by detailed standard operating procedures. Data is taken from a variety of sources including meter readings, energy management software, invoices, expense claims, travel suppliers and waste contractors. The continued reliability of the data has enabled the EMAS Registration of this report as well as the verification of our GHG emissions to the principles of the ISO 14064-3 standard.

In 2013 we expanded our environmental data gathering to include five additional offices in Telford which came under the ISO 14001 certification in December 2013. In Appendix D we report the data gathered from these sites for the first time. In order to ensure a like-for-like for comparison against our 2008 base year we have not included this data when reporting against our five objectives.

The consumption of electricity and fuel at our facilities, the business travel undertaken by our employees, the disposal of waste and the supply and treatment of water all have associated carbon emissions. Where possible we have calculated these emissions using standard conversion factors as set by the Department for the Environment and Rural Affairs (DEFRA).

Our carbon emissions are measured and reported following the guidelines set out by Greenhouse Gas (GHG) Protocol Corporate Reporting and Accounting Standard. In line with the GHG Protocol, we regularly review the boundary and scope

of our emissions reporting to ensure it accurately reflects our portfolio of sites and our business activities.

The GHG Protocol requires the reporting of emissions within three categories:

- Scope 1 covers all direct emissions - including fuel combustion (such as natural gas and diesel) and fugitive emissions (such as F-Gas from our cooling systems);
- Scope 2 covers indirect emissions through the consumption of purchased electricity, heat or steam; and
- Scope 3 covers all other indirect emissions, such as business travel, waste disposal and water use and treatment.

The majority of the data in this report is shown as tonnes of CO<sub>2</sub>e (carbon dioxide equivalent). This is a recognised way of expressing different greenhouse gases (such as carbon dioxide, methane and nitrous oxide) with different global warming potentials in a single standardised unit.

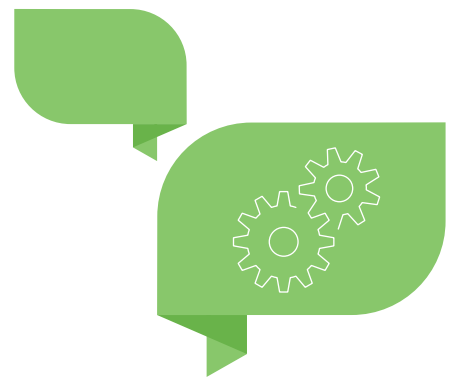
We aim to continuously improve our measurement and reporting capabilities. This year we have expanded our water reporting to cover additional sites, we have included diesel use at our offices for the first time (whilst minimal this is a Scope 1 emission source) and we have improved the way we measure and calculate our waste emissions.

### 3.4 Summary of Environmental Performance

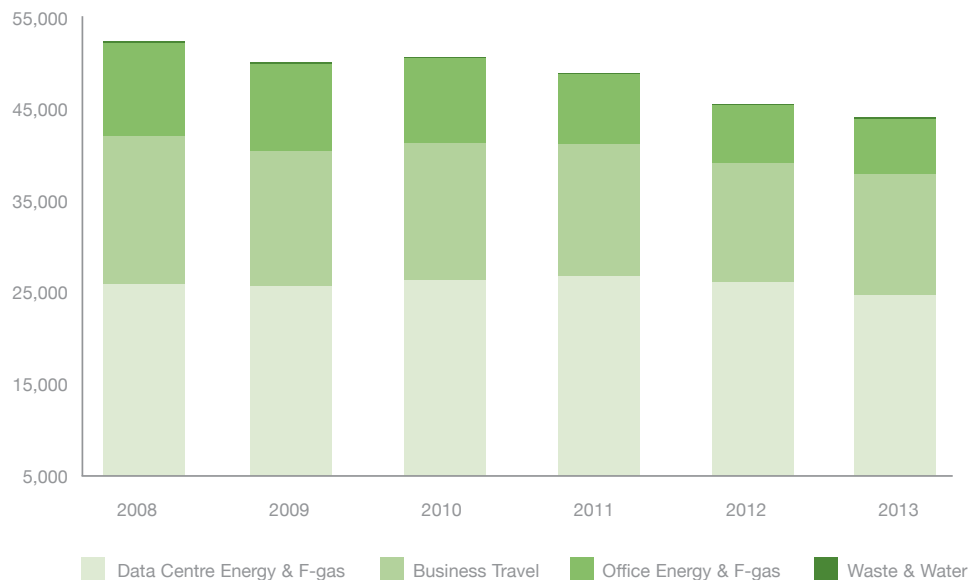
In 2013, Capgemini UK's carbon footprint (excluding the five additional Telford offices) was 44,267 tonnes of CO<sub>2</sub>e. This represents a 16 per cent drop since our 2008 baseline and a decrease of 3 per cent compared to 2012.

In summary, compared to our 2008 baseline, 2013 saw:

- A 28 per cent reduction in our non data centre related emissions;
- A 28 per cent improvement in data centre energy efficiency;
- A 19 per cent reduction in overall business travel related emissions;
- A 41 per cent reduction in office energy related emissions; and
- 95 per cent of our office waste being diverted from landfill.



The chart below shows our emissions by source for Capgemini UK .



Source	2013	2012	% Change from 2012	% Change from 2008 baseline
Total carbon emissions (tCO <sub>2</sub> e)	44,267	45,762	-3.3%	-16.0%
Objective 1 Total carbon emissions excluding data centre activities (tCO <sub>2</sub> e)	19,304	19,403	-0.5%	-27.8%
- Office energy emissions (tCO <sub>2</sub> e)	5,960	5,963	-0.1%	-40.5%
Objective 2 Average data centre PUE	1.601	1.609	-1.4%	-27.6%
Objective 3 Total travel emissions (tCO <sub>2</sub> e)	13,130	13,061	+0.5%	-19.5%
- from flights (tCO <sub>2</sub> e)	3,906	3,793	+3.0%	-0.7%
Objective 4 General waste diverted from landfill (t and %)	194 tonnes (95.1%)	206 tonnes (79.1%)	-5.9%	-45.4%
- General waste to landfill (t and %)	10 tonnes (4.9%)	54 tonnes (20.9%)	-81.5%	-95.7%

1 t = tonnes

2 Baseline data has altered since the 2012 Sustainability Report due to the application of revised DEFRA emission factors, the improvement of data gathering procedures and the ongoing maturation of the data collection processes. Data for 2008-12 has therefore been restated and will no longer match the 2012 Sustainability Report.

3 In 2013 carbon emissions associated with the supply and treatment of water were added to the emissions baseline (and all subsequent years of data).

4 Office energy emissions include the greenhouse gas emissions associated with the use of natural gas and electricity as well as gas oil and diesel used in back-up generators.

5 Total travel emissions include the greenhouse gas emissions associated with business travel - including all travel by bus, rail, car, motorbike, airplane and taxi, as well as the estimated emissions associated with hotel night stays.

6 General waste diverted from landfill includes both waste segregated at Capgemini sites and additional waste diverted from landfill by waste contractors, through processes such as energy from waste and anaerobic digestion.



## 3.5 Progress Against Environmental Objectives

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



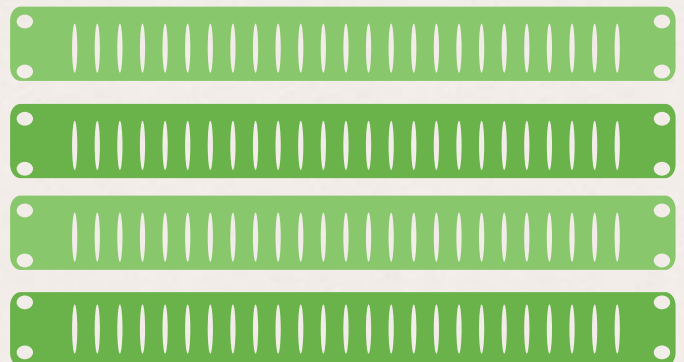
**20%**

(35% BY 2020)



TO IMPROVE ENERGY  
EFFICIENCY IN OUR DATA  
CENTRES BY MORE THAN

**20% BY  
2014**



TO REDUCE OUR  
**CARBON  
EMISSIONS**  
RELATED TO  
**BUSINESS  
TRAVEL**  
BY MORE THAN



**30%**  
BY 2014

TO SEND  
**ZERO**  
**OFFICE  
WASTE**  
➤ TO ➤  
**LAND  
FILL**  
BY 2014



IMPLEMENTATION  
OF AN



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



**20%**

(35% BY 2020)

**ACHIEVED  
 IN 2012**

2014 TARGET	20%
2013 STATUS	28%

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

Emissions from our non data centre activities have fallen by 28 per cent against our 2008 baseline (a reduction of 7,443 tonnes of CO<sub>2</sub>e). This represents an eight per cent over-achievement against our 20 per cent target.

A number of elements have contributed to this overall reduction including:

- 41 per cent reduction in our emissions from office energy use;
- 19 per cent reduction in our overall business travel emissions;
- 89 per cent reduction in our emissions from waste disposal since 2008.

Since 2008, we have reduced emissions from office energy by 41 per cent which has significantly contributed to our overall achievement against our headline emissions target.

Office energy emissions remained flat between 2012 and 2013 with the benefits from our ongoing office energy improvement programme offset by the atypically warm summer (higher than average levels of air conditioning were required).

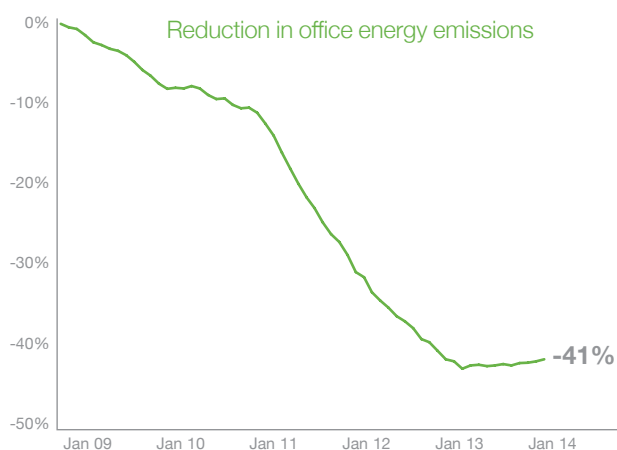
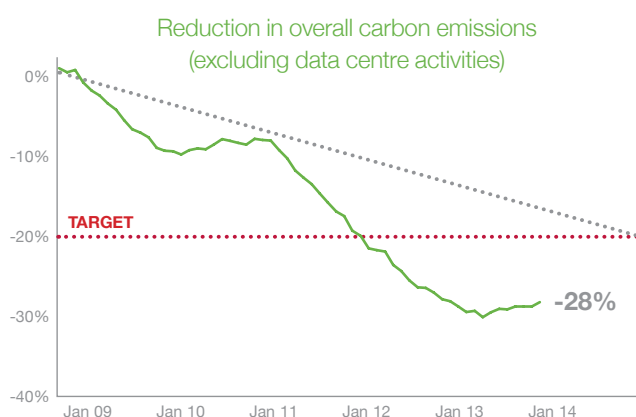
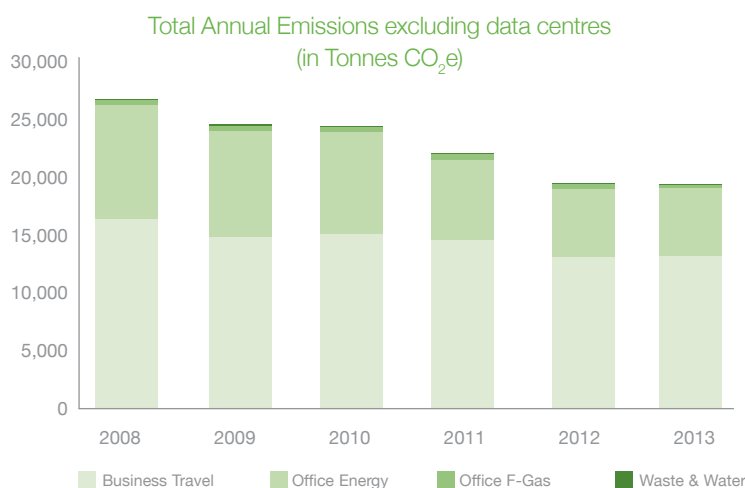
Initiatives delivered in 2013 included: the installation of LED lighting and a more energy efficient chiller (utilising free air cooling technology) at our office in Woking; a number of initiatives at our office in Aston (see case study on next page); and the strengthening of our network of office energy champions who encourage behaviour change and promote energy awareness across our sites.



With many of the quick wins already implemented, our focus is shifting to more complex, longer term projects that will impact our future emissions. These include:

- Installing smart metering technology across our UK offices to enable better management of electricity, gas and water;
- Upgrading heating, ventilation and air conditioning systems at two major sites; and
- Continuing to investigate and, where feasible, implementing renewable energy systems.

We will continue to deliver our energy efficiency strategy in 2014, rolling out a programme of improvements including LED lighting and Passive Infrared Sensors (PIRs) as well as working towards certification under ISO 50001, the Energy Management System standard. ISO 50001 will help to ensure we have the right frameworks and policies in place to continually improve our energy management.



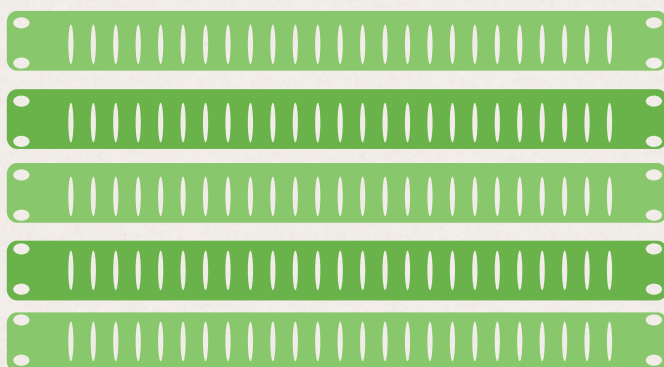
## HIGHLIGHT: ASTON - OUR ENERGY EFFICIENCY FLAGSHIP

Something exciting is happening in Birmingham – we're turning our Aston office into a flagship for energy efficiency. We have focussed efforts at this site (one of our largest in terms of electricity usage) and are trialling new approaches to create a model for the wider estate. We've installed LED lighting and PIR sensors, upgraded to a more efficient heating, ventilation and cooling (HVAC) system and tuned the Building Management controls for optimal performance. We've also improved insulation in the reception area to reduce heat loss and installed high efficiency hand dryers. The site is now home to Capgemini UK's first renewable energy project, a solar thermal water heating system that has contributed to a 38 per cent reduction in natural gas use in 2013 compared to 2012. We're taking the lessons learned and applying to other sites as well as implementing further improvements at Aston – 2014 will see the implementation of rainwater harvesting and Electric Vehicle charging points.

## TO IMPROVE ENERGY EFFICIENCY IN OUR DATA CENTRES BY MORE THAN

# 20% BY 2014

ACHIEVED  
IN 2011



2014 TARGET	20%
2013 STATUS	28%

### Objective 2: to improve energy efficiency in our data centres by more than 20% by 2014.

In 2013, the Average Power Usage Effectiveness (PUE)<sup>1</sup> across our UK data centre estate was 1.60, an improvement on 2012 and significantly lower than the industry average<sup>2</sup>. Since 2008, we have reduced the average PUE of our data centres by 28 per cent, exceeding our target by 8 percentage points.

As a provider of IT outsourcing services, our data centres are at the heart of our business running a significant number of client services. As our data centres grow, so does the amount of energy required to operate them, making them an increasingly significant part of our overall environmental impact.

Our data centres account for more than half of our carbon footprint (56 per cent in 2013). They remain extremely energy intensive because of the high concentration of IT equipment which both consumes energy directly and generates heat which must be dissipated. It is not uncommon in conventional data centre designs for the air conditioning systems required to keep the IT equipment cool to consume as much power as the IT equipment itself.

We have invested heavily in measures to improve the efficiency of our data centres, significantly reducing our energy consumption and providing our clients with carbon efficient data centre hosting services.

When our client's IT equipment is transferred from their own sites into our data centres, the associated carbon emissions are effectively added to our emissions. In most cases, because of the higher efficiency of our data centres, overall there is a positive environmental benefit of

<sup>1</sup> To measure the energy efficiency of our data centres, we use the power usage effectiveness (PUE) ratio, the standard industry measurement of how efficiently a data centre uses energy. As there is no standard PUE measure available for multiple data centres, we use a straight average as our key metric to assess energy efficiency across our five data centres.

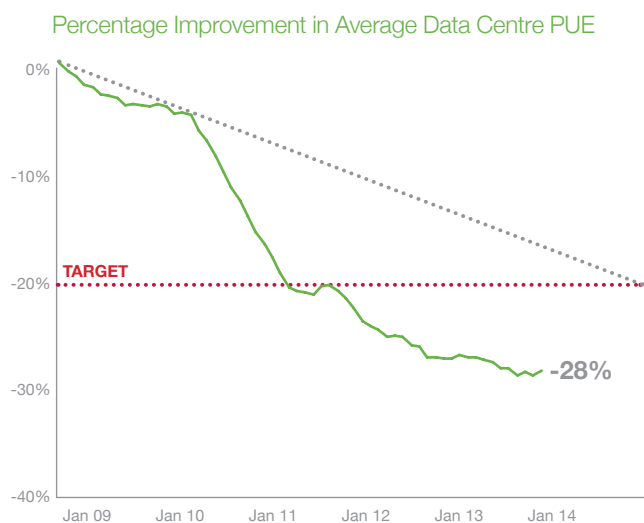
<sup>2</sup> Research suggests the industry average PUE is between 1.8 and 1.9 (EU Code of Conduct; US EPA, Energy Star; Uptime Institute).

this transfer. However, currently there is no satisfactory reporting mechanism available to reflect this overall reduction in emissions from the “outsourcing of carbon” to more efficient operations. Consequently, the target we set for our data centres relates to energy efficiency rather than absolute emissions.

Our data centres in both Swindon (Merlin) and Bristol (Toltec) are approved by the EU Institute for Energy and Transport as meeting the requirement of the ‘EU Code of Conduct for Data Centres’ in recognition of their energy efficiency while still delivering key data centre functionality such as safely storing data and supporting client hardware.

As with our offices, we have now completed many energy efficiency projects at our data centres, rolling out best practice to each site. This includes the replacement of older uninterrupted power supplies (UPS) with more efficient flywheel energy generating technology; hot and cold aisle containment; installing more efficient air conditioning systems; raising operating temperatures and therefore reducing cooling requirements; and reducing the use of lighting with the introduction of timer switches and high efficiency light bulbs.

Further work is planned in 2014, including improvements to the air conditioning systems in our Bristol data centre to reduce its energy consumption.





# TO REDUCE OUR CARBON EMISSIONS

## RELATED TO BUSINESS TRAVEL

BY MORE THAN



**30%**  
BY 2014

<sup>1</sup> Emissions relating to our Financial Services business have been excluded as they do not form part of the original scope of our 2014 targets. However, it is our intention to include Capgemini FS UK in future targets to be discussed in 2014.

2014 TARGET	30%
2013 STATUS	19%

### Objective 3: to reduce our carbon emissions related to business travel by more than 30% by 2014.

We have reduced our carbon emissions from business travel by more than 19 per cent since our 2008 baseline<sup>1</sup>. However, year on year reductions are challenging due to the continued globalisation of our business.

In 2013, business travel accounted for 30 per cent of our total emissions, making it the second largest contributor to our carbon footprint. Travel to client sites will always be necessary, but we continue to invest in initiatives designed to encourage smart, safe and sustainable travel (while also challenging the need for travel).

These initiatives are brought together under our award-winning TravelWell programme, which aims to ensure that all employees have the tools they need to make informed choices about whether they should travel, how often and by which method. TravelWell is sponsored by the Chief Financial Officer and highlights our commitment to prioritising responsible business travel. The TravelWell programme was recognised by Business in the Community (BITC), winning a 'Big Tick' in the 'ways2work' category in 2012, which was reaccredited in 2013.

Car journeys make up the largest proportion of our travel emissions (37 per cent in 2013), and are also the area where we have made most significant reductions in 2013, with emissions down by 6 per cent compared to 2012 and down 28 per cent since our 2008 baseline. This has been achieved through a range of initiatives such as: encouraging lift-sharing, the provision of green parking spaces (10 per cent of spaces at most sites are now allocated to low emission vehicles and car sharing) and placing an emissions cap on company vehicles. In 2013, we

reduced the emissions cap on company cars to 150g CO<sub>2</sub> per km. The average emissions of new company cars ordered has reduced from 126g CO<sub>2</sub> per km to 113 g CO<sub>2</sub> per km and the average emissions of the entire fleet is now at 122 g CO<sub>2</sub> per km, compared to 126 g CO<sub>2</sub> per km in 2012.

Flying remains a particular challenge with overall flight emissions reduced by 1 per cent since 2008. This is partly explained by the continued globalisation of our business and masks the significant progress made reducing short haul and domestic flights. While long haul flight emissions have increased by 21 per cent since 2008, our short haul and domestic flight emissions are down by 20 and 37 per cent respectively.

In line with our strategy to promote rail travel, 2013 saw a 12 per cent increase

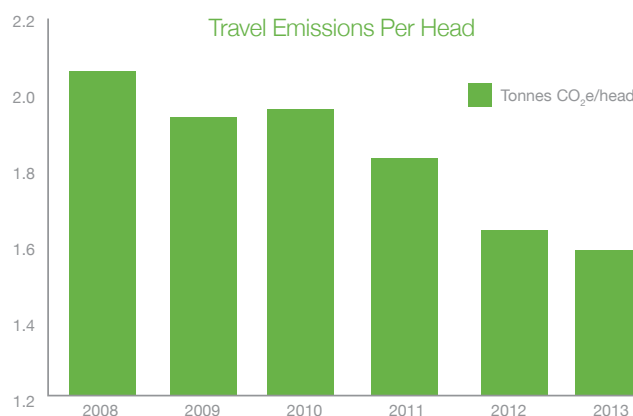
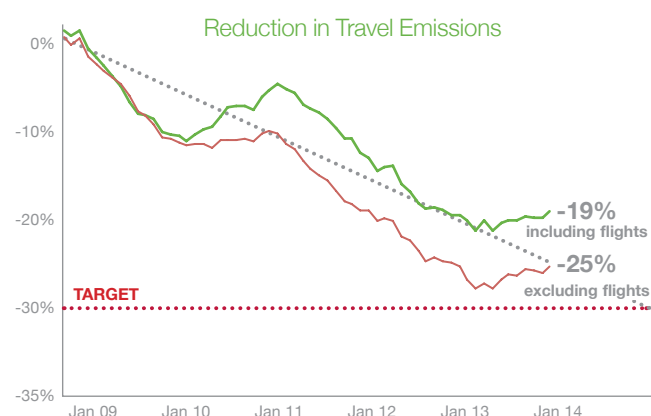
in rail travel emissions compared to the previous year. Working with our rail travel agent, in 2013 we installed rail ticket printing facilities at four of our sites, making it easier for our people to plan and book rail travel. Whilst we strive to reduce all sources of travel emissions, this increase in rail emissions suggests modal shift, with more of our people now choosing to travel by rail.

2013 also saw a review of bike parking together with shower and locker facilities to support commuting by bike.

We also encourage employees to seek alternatives to travel and in 2013 are delighted to report that we saw a significant increase in the uptake of online audio conferencing tools, with a 100 per cent increase in the number of audio conference call minutes made in 2013 compared to 2012.

With two Smarter Travel Weeks already planned, 2014 will see a continued focus on TravelWell. Key projects will include:

- Building on the feasibility work completed in late 2013 to create a network of electric vehicle charging points;
- Reintroducing the Ride2Work cycle scheme, to encourage cycling as a commuting option;
- Further reducing the CO<sub>2</sub> cap on new company cars to 135g CO<sub>2</sub> per km;
- Introducing Microsoft Lync to further enhance online and mobile communications; and
- Rolling out rail ticket printing facilities at four additional sites.



## HIGHLIGHT: SMARTER TRAVEL WEEK

This group-wide event, led by the UK Sustainability Team, aimed to increase awareness of the health, security and environmental aspects of business travel and get all employees to think and talk about the travel choices they make.

The campaign was delivered through intranet articles, videos, posters and social media. Each day we featured different topics, including:

- An introduction from the Group HR lead explaining why and how we should become smarter about travel;
- A close look at the tools and technologies available to reduce travel;
- An explanation of the benefits of using the corporate travel agency in terms of reporting, compliance and safety; and
- Top Ten Tips for smarter, more sustainable travel.

TO SEND  
**ZERO**  
 OFFICE  
 WASTE  
 ➤ TO ◀  
**LAND**  
**FILL**  
 BY 2014



2014 TARGET	0% TO LANDFILL
2013 STATUS	5% TO LANDFILL

**Objective 4: to send zero office waste to landfill by 2014.**

In 2013, we diverted more than 95 per cent of our office waste from landfill, bringing us closer to our target of sending zero waste to landfill by the end of 2014<sup>1</sup>. Our high diversion rates are in part due to effective on-site segregation and in part due to choosing contractors who offer alternatives to landfill, such as Energy from Waste schemes and Mechanical and Biological Treatment options.

Throughout 2013, we have been working with our national waste contractor to develop a better understanding of how our waste is disposed of and to ensure we choose contractors who can offer effective alternatives to disposal by landfill.

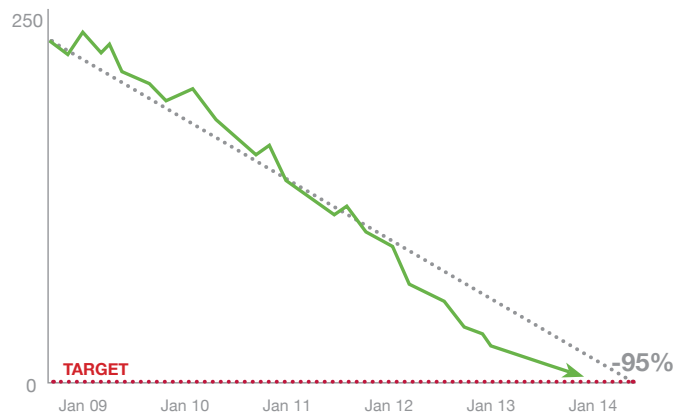
At each site, we have segregated bins to capture recyclable, non-recyclable and confidential paper waste (we also offer food waste bins at some of our larger sites). The majority of our waste is weighed manually to ensure accurate reporting and we also conduct regular waste audits to ensure the waste data we report is accurate and cross-contamination of our bins is avoided<sup>2</sup>.

As well as making progress with our goal of diverting waste from landfill, we continue to focus on reducing the amount of waste we generate. In 2013, the volume of waste we generated was just over a third of that in 2008. This has been achieved through a range of initiatives introduced over the last three years, including: working with suppliers to minimise packaging, offering reusable mugs and tumblers and introducing default double-sided printing and follow-me technology.

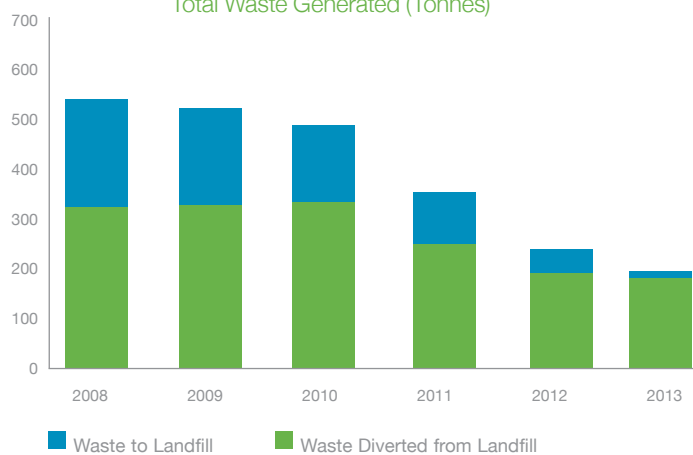
<sup>1</sup> Our objective to eliminate waste to landfill focuses on our consumable office waste excluding hazardous and technical equipment waste sources. In accordance with our Office Waste Policy and Office Waste Management Plan (introduced in 2011) we continue to follow the Waste Hierarchy, committing to reduce, reuse, recover and recycle prior to disposal.

<sup>2</sup> Confidential paper waste, fluorescent lamps and recycled wood are not weighed.

Waste (tonnes) to landfill from our sites



Total Waste Generated (Tonnes)



## HIGHLIGHT: PAPER CUT

In 2013, we also launched a new initiative PaperCut, which is aimed at:

- raising awareness of our paper use;
- applying scrutiny to our current policies and procedures;
- reducing overall paper usage and disposal.

The initial focus has been on developing an understanding (through surveys) of the barriers to reducing paper use. We have launched communications (via email and the intranet) designed to improve awareness and

offer practical tips for minimising the number of pages printed. We have also begun to implement technology improvements, such as larger meeting room screens to reduce the need for printed handouts.

In 2014, we will continue with our PaperCut awareness campaigns and we will be introducing a range of new tools and technologies to reduce printing. Planned projects include: implementing improvements to the interface of our printers to make it easier to print multiple pages per sheet and trialling a new tool for online document sharing.



## 4. Community Engagement

As a large UK employer, we recognise our responsibility to contribute to the skills and talent of the wider community and future generations. Therefore the focus of our Community Programme is on supporting skills for the future, education and inclusion.

“

*Capgemini has a long and impressive history of being active in the communities in which we operate, and whether through activities such as fundraising, pro-bono consultancy, volunteering, mentoring or financial contributions, many of our people have always seen engaging with communities and charities as a key part of their role as a Capgemini citizen. It is my ambition to encourage and promote community involvement, so that as a company, and as a collection of inspirational individuals, we continue to make a difference.”*

*Nigel Walsh, Head of UK Insurance in the Financial Services Global Business Unit and Community Engagement Executive Sponsor*



CR&S Director James Robey meets David Cameron at the BITC Community Mark Awards Presentation



## 4.1 The Prince's Trust

Around one million young people in the UK are not in work, education or training<sup>1</sup>. Research commissioned by The Prince's Trust suggests that this has a detrimental effect on both the health and well-being of individuals whilst costing the UK economy £10 million each day in lost productivity<sup>2</sup>. We recognise we have a corporate responsibility to help address societal issues such as these.

Capgemini UK supports young people into work through our partnership with The Prince's Trust. Over our latest four year patronage (2011 – 2015), we have committed to impact the lives of at least 550 young people. Since July 2011, we have supported 369 young people through our volunteering

programme and fundraising. Our support of a 12 week 'TEAM programme' in Glasgow saw 10 young people progress through a structured process to develop confidence and new skills to help them become ready for employment. The programme also provided a unique opportunity for employees from our Scottish offices to volunteer, providing a range of employment skills and confidence building sessions.

We also support The Trust through our membership of both the Technology Leadership Group and Women's Leadership Group, as well as through direct fundraising. 2013 saw us host our sixth annual Golf Day at Wentworth raising over £22,000 for The Trust.



The TEAM programme in Glasgow



### HIGHLIGHT: COMMUNITY MARK

2013 was a significant year for our Community Programme in which we achieved an important milestone. We were awarded the prestigious 'Community Mark' by Business in the Community (BITC), which recognises best practice in businesses engaging with and transforming communities. This accolade is testament to the priority we give leveraging the power of our people and the expertise of our business to have an impact on the communities in which we live and operate.

<sup>1</sup> [http://www.princes-trust.org.uk/about\\_the\\_trust/what\\_we\\_do.aspx](http://www.princes-trust.org.uk/about_the_trust/what_we_do.aspx)

<sup>2</sup> [http://www.princes-trust.org.uk/about\\_the\\_trust/what\\_we\\_do/research/youth\\_index\\_2014.aspx](http://www.princes-trust.org.uk/about_the_trust/what_we_do/research/youth_index_2014.aspx)

## 4.2 Capgemini's Schools Programme

Our Schools Programme is influenced by research suggesting that young people are significantly and positively affected by business contacts made at school. We aim to encourage future aspirations by providing young people with career guidance and advice on employability. Around 2 per cent of our people volunteer to support the schools programme and in 2013, we supported over 5,000 students nationally.

As a provider of IT services, our expertise in computer science and technology allows us to showcase career opportunities in our industry. Recognising a shortfall in the number of young women entering the IT industry, specific emphasis is placed on encouraging girls. Intervention in this area strengthens the industry's talent pool and promotes greater diversity.

We remain part of BITC's Work Inspiration campaign, which was launched in 2009 and aims to provide young people with meaningful and inspiring experiences of the world of work. We were one of the first companies to support the scheme and the only company in our sector to take a "champion" role. Since 2009 we have delivered 1,000 Work Inspiration placements.

Having experienced the benefits of working in close partnership with BITC over several years, our Schools Programme is now looking at opportunities to develop our work with other partners:

- Through collaboration with Inspiring the Future (who connect schools with employees as speakers) we've supported our people to attend schools nationally;
- We support Back to School Week, a national campaign (run by the charity Future First) which showcases inspiring careers in schools and colleges across the UK; and
- We support MyKindaCrowd (a social enterprise that provides opportunities for young people to interact with companies and brands) and have worked with them to set an online challenge for young people to engage with.



ICT workshops in partnership with local schools

### HIGHLIGHT: WESTMINSTER APPRENTICE CLUB

Working in the London Borough of Westminster, in 2013 Capgemini supported the Westminster Apprentice Club, an after-school club which gave 12 young ladies an insight into apprenticeships including how companies recruit and train apprentices.

*"Capgemini have played an active part in delivering our Apprenticeship Club and have supported us to reach young people from Westminster schools enabling them to learn about career opportunities and to raise their aspirations for beyond school".* - Westminster's Education Business Partner

<sup>11</sup> <http://www.educationandemployers.org/research/taskforce-publications/its-who-you-meet/>



## 4.3 Naandi

Together with colleagues in 10 other countries, Capgemini UK continues to support the Naandi Foundation India, Capgemini's global community partner. Through their Nanhi Kali programme, Naandi provides high quality education for girls from economically disadvantaged backgrounds. By the end of 2013, Capgemini UK had supported over 13,300 school years of education, and supported the creation of 11 Hamari (meaning 'our' in Hindi) school libraries providing schools with valuable literacy resources.

In 2012, working with Naandi, we launched a brand new initiative – the Last Lap Programme, which focuses on supporting girls in their final two years of schooling. The aim is that all 60 girls in the scheme will pass their Class 10 Leavers Exams, supporting their ambition of going on to further education. The girls visited our offices in India where they spent time with our Capgemini India colleagues in order to learn more about the world of work. They were also given computer literacy training.



Two girls supported through the Nanhi Kali Programme





## 4.4 Local Community Initiatives

### Local activity through our Community Champions Network

In 2013, we established an informal network of local Community Champions to build strong and focussed relationships with local community organisations and to drive support for national fundraising campaigns such as: Children in Need and Macmillan Cancer Care.

Launched in 2013, our online volunteering portal provides employees with a mechanism for locating and sharing opportunities to utilise their skills outside work. In addition, our Special Leave Policy entitles our people to up to two days paid leave to volunteer - either on a Capgemini community project or with a charity that they support. In 2013, our people contributed over 2,600 working hours.

### Community Impact Awards and Community Investment Grant

We continue to enable our people to support their preferred charities and address community issues relevant to our local sites through our Community Impact Award and Community Investment Grant schemes. Employee fundraising and volunteering can be matched by awards of up to £1,500, whilst the Community Investment Grant scheme provides funding to enable local community projects. In 2013 we supported 52 charities and community groups making over £26,500 of donations.



Capgemini volunteers creating duck decoy screens at WWT Slimbridge

## 5. People Culture

People culture is about being an inclusive and responsible employer that people choose to work for and which supports and enables them to deliver their best. Our focus is on the professional development and well-being of all our employees, empowering delivery excellence and creating a culture which respects and values the diversity of all our people.

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 underpinned by our “People matter, Results count” ethos. Our core values (honesty, boldness, trust, freedom, team spirit, modesty and fun) foster an inclusive and authentic working environment.

We are committed to offering our people the opportunity for a successful and rewarding career where personal aspirations, motivations and career preferences may be achieved through hard work and dedication.

In an industry where staying ahead of technological advances creates competitive

advantage, it is important that we support all our people to keep their skills up to date. We therefore invest heavily in training and provide our people with an extensive range of courses via our learning management system, MyLearning. Courses and other materials include books, e-learning, on-line examinations, language courses, and live virtual classrooms.

We recognise the importance of supporting work-life balance for all our people. In July 2013 we launched “Family Matters”, a central portal where employees can access a wealth of information on family-friendly employment policies, benefits and assistance. Aspects covered include family health and wellbeing, achieving a work-life balance, elder care support, parental support and planning for parenthood.





## 5.1 Diversity & Inclusion

At Capgemini we believe that diversity drives creativity and innovation. Accordingly we strive to employ a diverse workforce reflecting the wider society in which we live. Our aim is to differentiate Capgemini in the marketplace to attract, develop and retain the best talent, providing innovation and service excellence to our clients.

In 2013 we implemented our UK Diversity and Inclusion strategy, setting the following objectives:

1. To develop employment policies and processes reflecting our commitment to Diversity and Inclusion and ensuring legal compliance;
2. To embed Diversity and Inclusion initiatives that support Capgemini's Global Charter for Diversity and Inclusion (see Appendix G); and
3. To engage employees through communication, training, networks and by promoting best practice in the workplace.

In 2013 we rolled out a series of online diversity training resources for all employees. The series includes specific modules covering unconscious bias<sup>1</sup>, challenging behaviour, disability, age, gender, sexual orientation, race, maternity and paternity, and religious belief.

In order to achieve a more gender balanced workforce, Capgemini is taking specific steps to attract and retain female employees. In 2014, we will launch an initiative to increase the proportion of women from 26.6 per cent to 30 per cent and the proportion of senior women from 16.9 per cent to 20 per cent by 2020. This initiative will build upon current activities such as the development of partnerships with schools, colleges and universities to educate female students about the range of job opportunities in IT and building closer links between educational establishments and our apprentice and graduate programmes Capgemini promotes active networking within and across the workplace. This helps unite our diverse workforce, promote professional development and cultivate a culture of diversity and inclusion. These networks provide members with an opportunity to communicate, exchange ideas, share knowledge, and build relationships across the business.

<sup>1</sup> Unconscious bias training is based on the understanding that all individuals have a natural or 'unconscious' bias towards certain types of people (usually those with similar attributes or interests to their own). This training explores how unconscious biases can affect decisions made in the workplace and provides guidance on how to manage these biases.

In 2013, our Women's Business Network hosted a number of events in celebration of International Women's Day and Capgemini UK's inaugural Diversity Week. Our Lesbian, Gay, Bisexual and Transgender (LGBT) network, OUTfront, also held events throughout the year including two workshops facilitated by Stonewall.

With executive sponsorship from Maggie Buggie, Vice President of Digital Transformation, we hosted a Diversity Week in September 2013 comprised of a series of online communications and face to face networking opportunities. Diversity Week raised awareness of our Diversity and Inclusion agenda across the business, resulting in the appointment of a senior business sponsor for LGBT diversity and the launch of Capgemini's Assistive Technology service.

The Assistive Technology team provide a comprehensive, end-to-end service to ensure that employees with disabilities receive tailored support in relation to their specific technology needs. Accessibility solutions include specialist software that reads on-screen text instructions for visually impaired employees and voice control software to help employees with motor disabilities minimise their use of the computer keyboard and mouse.

Our key Diversity and Inclusion achievements in 2013 included:

- Silver banding in Opportunity Now's Gender Diversity benchmark;
- Inclusion in the Times Top 50 Employers for Women;
- Maggie Buggie at Capgemini Consulting wins the technology category in the Women of Achievement Awards;
- Inclusion in Stonewall's Workplace Equality Index; and
- Achieving 'Positive About Disabled People Two Ticks' accreditation for the fifth year running.







## 5.2 Engaging our People

Our people are crucial to the success of our Sustainability Programme: in terms of minimising negative environmental impacts, supporting a diverse and inclusive working culture and having a positive impact on the local communities and global causes we support. We recognise that the daily decisions our people make can significantly affect the environmental and social impacts we have as a business. Consequently our engagement programme looks to promote interaction with our staff to:

- Educate and inform people of our legal obligations;
- Encourage sustainable behaviours and choices;
- Communicate our progress against targets; and
- Seek new ideas and inspiration for our Sustainability Programme.

### Sustainability Training

Capgemini provides a two-day induction programme for new members of staff, in which Sustainability is a key element. Members of the Sustainability Team present at each induction, providing an overview of our Sustainability Programme, its objectives, employee obligations and details of how people can personally contribute to our objectives.

We provide a Sustainability Computer Based Training (CBT) course which ensures people understand our environmental policies and are informed and motivated to help us meet our corporate objectives.

In addition, we provide further training for those with specific Sustainability-related responsibilities. We run a programme of Toolbox Talks (which can be attended via audio conference) covering various topics including waste, water, oil storage, biodiversity, noise and nuisance. The talks provide accessible

guidance on each topic and a summary of the relevant legislative requirements. They also create a forum for sharing best practice between sites and an opportunity to pose questions to our Environment Team. In 2013, our Toolbox Talks were attended by 92 people in total including members of the facilities team, procurement team, security team, as well as sub-contractors working on our sites.

### Sustainability Communications

All our UK sites have a dedicated 'Environment Board' displaying our Environmental policy, key certification documents along with updates on our performance against targets, our initiatives and tips on how people can make a difference. Posters communicating our Environmental Objectives are also displayed in prominent places around all our sites.

To ensure we reach the largest possible audience the Sustainability Team communicate through a wide range of different channels including monthly newsletters, a Sustainability blog series (publicised internally and on our external website), articles on our Intranet and interactive engagement through various social media platforms.

The dedicated Sustainability section of our Intranet contains detailed information about our Sustainability Programme including our policies, objectives, approach, our Sustainability Report and our Environmental Management System (EMS). We also have a permanent 'Sustainability News' section on our intranet publicising community and environmental developments.

In 2014, we will be launching a series of Sustainability podcasts on topics including community champions, climate change, diversity and schools outreach. Listeners will be able to listen online or download to listen at a convenient time either in work, at home or on the go.

## Employee Consultation

In 2012, we launched the Bright Ideas Scheme in order to provide a platform for people to share Sustainability-related ideas and to get more involved in the work of our Sustainability Team. All Capgemini staff have access to a simple form on the Intranet where they can make suggestions on how to improve our environmental performance and increase our impact on communities. Since the scheme was launched in 2012, we have received 72 bright ideas in total. Each idea is investigated by the core Sustainability Team (with assistance from other operations teams) to assess feasibility and when appropriate to implement.

Members of the Sustainability Team regularly attend the Capgemini UK National Works Council (NWC) meetings. Updates are given on our performance against targets, views are captured on new initiatives. The meeting minutes are published internally by NWC representatives to all Capgemini employees.



## Spotlight

Our Sustainability Spotlight newsletter provides a monthly snapshot of our activities in the areas of Environmental Sustainability, Community Engagement and People Culture. The newsletter communicates our progress against objectives, highlights upcoming events and provides links to our Sustainability blog, as well as Sustainability news stories from outside Capgemini.

## 6. Client Services

We are dedicated to developing profitable and sustainable business by working with our clients to deliver value and innovation through our skills and expertise.

### 6.1 Enabling Client Transformation

Clients increasingly expect their suppliers to help them address their own sustainability challenges such as minimising their environmental impacts. As a provider of business transformation services, we believe that we are well positioned to help clients with these challenges, challenges we expect to be amplified by increasing resource constraints and legislative pressures.

As a service provider, we have an opportunity to assist clients with their own sustainability related challenges in terms of the advice that we offer and the solutions we design and deliver. We also recognise that operational efficiency is a key factor in ensuring longevity for our clients and that this often goes hand in hand with reduced carbon emissions.

Ensuring sustainability principles are incorporated into our IT service offerings can help our clients meet the rising demands of regulation, competition, increased operational costs and mounting scrutiny of their consumption of resources.

As an outsourcing provider, we ensure our clients operations are housed in efficient and sustainable data centres. This can improve the energy efficiency of our client's IT and lower the risk of increasing carbon emissions.

Throughout 2013 we have continued to develop our portfolio of service offerings based on our evaluation of current market drivers. Further information can be accessed on our website at:

<http://www.capgemini.com/about/corporate-responsibility/optimizing-sustainability-performance-for-our-clients>

### Sustainable Data Centre Services

Our award-winning Merlin data centre in Swindon, hosts many clients including the UK government's Environment Agency – an organisation charged with protecting and improving England's environment and promoting sustainable development. Merlin's outstanding sustainability credentials are an essential pre-requisite to delivering IT services to organisations such as the Environment Agency and have been recognised by many sustainability and data centre bodies including the European Union through the awarding of the prestigious Code of Conduct Award for Data Centres.

Chris Howes, Head of Corporate Information Services at the Environment Agency, said, "As official endorers

of the EU Code of Conduct for Data Centres, we'd like to congratulate the team in Capgemini on achieving this recognition. We're proud to be associated with the Merlin data centre, where a growing number of our own services are sustainably and securely hosted. Energy efficient data centres are a vital part of mitigating the carbon cost of IT. Capgemini's success is a great example to anyone providing IT services of how to improve the energy efficiency of data centres."

Further information on Merlin is available from:

<http://www.capgemini.com/merlin>





## 6.2 Sustainability Reporting and Carbon Accounting

Managing sustainability performance is increasingly important to our clients, who want to understand their own environmental and social impacts as well as the impacts from their supply chains. This creates a need for effective data management systems to capture complex, multidimensional data sets. Capgemini has developed a sustainability data management capability that combines our business process expertise with a comprehensive technology platform. The solution provides clients with a high quality, efficient and cost effective way to manage and report their sustainability data. This enables our clients to move beyond compliance and cost reduction, and use sustainability to deliver business value.

## 6.3 Smart Energy Management Solutions

The adoption of smart devices into the home and grid network presents significant opportunities and challenges for the power industry, with increasing pressure for utilities to become more efficient, customer-responsive and environmentally sustainable. Capgemini's Intelligent Energy Management is a multi-component energy management offering which reduces carbon emissions while giving our clients greater choice, control and convenience. Intelligent Energy Management comes from our Smart Energy Services unit which provides the full spectrum of smart metering, smart grid, smart home solutions and smart analytics to utilities across the globe.

<http://www.capgemini.com/smartenergy>

## 6.4 Smart Cities

Capgemini recognises that technology, properly scoped and implemented, can help develop new approaches to delivering smarter and more sustainable services. As urban populations increase at a faster rate than ever before, our largest cities are now home to tens of millions of people. New types of urban infrastructure will be required to support sustainable growth and maintain the efficiency of cities. Capgemini is acknowledged as a thought leader in the use of information and communications technology as a tool to provide essential energy, transport and public services, with the explicit aims of reducing costs, delivering better outcomes, and improving sustainability.

<http://www.capgemini.com/resources/creating-sustainable-cities-for-the-21st-century>

## Client Satisfaction

Our client relationship management process, known as OTACE (On Time and At or Above Client Expectations) is a key factor underpinning our strong client relationships. Clients are requested to specify their expectations from our services based on a set of indicators relating to the type of service required, the nature of the working relationship and knowledge sharing.

We document and set these indicators with clients to

produce ratings that are reviewed regularly according to an agreed schedule. By allowing us to better assess the client satisfaction level with respect to their deliverables of their project(s), OTACE allows us to identify not only our strengths but also areas for improvement.

Our client focus and the Collaborative Business Experience of Capgemini is the essence of the way we work with our clients.



# Awards and Recognition



Capgemini UK was awarded the Business in the Community 'Community Mark'.



We retained our Platinum status in the Business in the Community CR Index 2013.



This is the fourth year our UK Sustainability report has been EMAS registered.



We received recognition for climate leadership in the CDP's Supplier Climate Performance Leadership Index (SCPLI).



Our data centres in Swindon (Merlin) and Bristol (Toltec) were awarded the 'EU Code of Conduct for Data Centres'.



The carbon emissions data in this report has been verified by DNV Certification following the principles of the 14064-3 standard. The EMAS statement was verified by DNV Certification during May 2014. DNV Certification is accredited by the United Kingdom Accreditation Service (UK-V-0004).



We were recognised as one of the World's Most Ethical Companies in 2013 by the Ethisphere Institute.



Capgemini was recognised by the Times newspaper as one of the Top 50 places for women to work in 2013.



We were Runner up in the Supporting Player of the Year category of the 2Degrees Sustainability Champions Awards 2013.



We received Silver Banding in BITC's Opportunity Now Gender Diversity Benchmark.



We achieved 'Positive About Disabled People Two Ticks' accreditation for the fifth year running.



Capgemini is listed in the FTSE4Good Index<sup>1</sup>.

<sup>1</sup> FTSE Group confirms that Capgemini has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index company FTSE Group, FTSE4Good is an equity index series that is designed to facilitate investment in companies that meet globally recognised corporate responsibility standards. Companies in the FTSE4Good Index Series have met stringent environmental, social and governance criteria, and are positioned to capitalise on the benefits of responsible business practice.



Pods at our Merlin Data Centre

# Appendix A

## UK Environmental Policy

Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. Our business activities are delivered from both our own network of offices and data centres across the UK as well as at our clients' sites. This policy statement applies to all offices and data centres managed by Capgemini UK, all UK employees, and suppliers retained by Capgemini UK.

Although we do not manufacture products, we recognise that our business activities do have impacts on the environment and we are committed to minimising these impacts.

We are committed to identifying and complying with all legal and other relevant requirements relating to the environmental impacts of our operations, and to the prevention of pollution through the adoption of appropriate controls.

As part of our commitment to continually improving our environmental performance we have established an Environmental Management System (EMS). Management controls and key objectives, targets and projects in our significant impact areas are a key feature of our EMS.

### **Greenhouse Gas (GHG) Emissions**

We will identify, measure and monitor the major sources of greenhouse gas emissions arising from our activities and establish initiatives to achieve a measurable reduction in the GHG footprint of our operations. Specifically, we aim to reduce our overall carbon footprint and reduce our carbon emissions related to business travel.

### **Energy & Resource Use**

We will measure and monitor energy consumption across the offices and data centres we manage and seek to achieve measurable improvements in energy efficiency. In particular, we are committed to improving the energy efficiency of our data centres.

### **Waste**

We will measure and monitor the quantity of waste generated together with associated disposal methods across our sites. We will minimise our production of wastes and actively promote reuse and recycling initiatives across our operations.

### **Client Services**

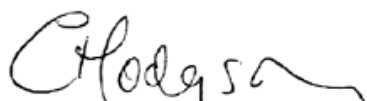
Where possible, we will consider the environmental impacts and risks, and manage our environmental impacts in accordance with our policy when working with clients.

### **Procurement**

We will consider through our procurement processes, the environmental issues typically associated with the production, consumption and disposal of key products and services we procure. Where possible, we will favour the use of suppliers who can demonstrate environmentally sound business practices. Wherever practical, we will procure products derived from sustainable resources.

Performance against our objectives and targets, together with conformance to our EMS and this Environmental Policy will be reviewed periodically by Capgemini UK's Sustainability Board.

Signed:



**Christine Hodgson**

Position: Chairman, Capgemini UK plc  
Chair Capgemini UK Sustainability Board

Version: 2.3

Date: 28th June 2013



# Appendix B

## Initial Environmental Review

When the EMS was first established in 2008, we appointed external environmental consultants Atkins to conduct an Initial Environmental Review (IER). As part of this review, Atkins reviewed our key environmental performance indicators (KPIs) based on the Global Reporting Initiative (GRI), analysed our performance against the ISO 14001 requirements and compared our EMS to a selection of companies in our peer group and against key market trends.

The outputs of the IER included:

- A register of environmental aspects and impacts and their significance (this started as an extensive list which we then narrowed down to those under our direct control - see Table 1);
- A register of applicable legal and other requirements;
- An action plan for the UK business identified as our objectives and targets; and
- The identification of areas within the business where gaps existed and where as a company we met or exceeded the requirements of ISO 14001.

**TABLE 1 ENVIRONMENTAL IMPACTS AND THEIR SIGNIFICANCE**

Category	Aspects and impacts applicable to the Capgemini UK business	Key Legal considerations
<b>Resource use</b>	Our impact on climate change comes mainly from our consumption of electricity, natural gas, diesel and gas oil to light, heat and power our offices and data centres.	Climate Change Act – Carbon Reduction Commitment Energy Efficiency Scheme
<b>Transportation</b>	The business travel we undertake (including journeys by road, rail, air as well as staying in hotels) all consumes fossil fuels, producing greenhouse gas (GHG) emissions and impacting climate change.	Country-specific versions of the Road Traffic (Vehicle Emissions) (Fixed Penalty) Regulations
<b>Waste</b>	<p>Directly from</p> <ul style="list-style-type: none"> <li>• the storage and disposal of non-hazardous materials such as paper, card, plastic and packaging, cartridges and printer inks;</li> <li>• hazardous waste such as some building materials e.g. asbestos;</li> <li>• electrical and electronic waste such as laptops, printers and workstations (which are not currently included in our waste data).</li> </ul> <p>Indirectly: the energy intensity, packaging and disposal features of the goods that we procure, such as IT kit to office furnishings.</p>	<p>Environmental Protection (Duty of Care) Regulations</p> <p>Waste Electrical and Electronic Equipment (WEEE) Regulations</p> <p>Hazardous Waste (England / Wales) and Special Waste Regulations (Scotland)</p>
<b>Buildings operation and land use</b>	Although we occupy and use relatively little land, there are local considerations where we have an impact, for example great crested newts were found in the surrounding land of our Bristol office. In this instance we sought expert assistance and provided internal education to facilities and local staff to prevent any disruption to the newts' migration patterns or contamination of their environment.	Wildlife and Countryside Act
<b>Supply Chain</b>	<p>We contribute directly to the depletion of resources. We also contribute to the consumption of energy from our use of such office consumables as paper, cardboard toner ink and plastic as well as packaging for all of these.</p> <p>Poor contractor performance could render Capgemini UK liable for breach of environmental legislation. The performance of our contractors will also have a significant impact on our ability to meet our objectives particularly around energy consumption and waste.</p>	
<b>Emissions to air</b>	<p>As there is a cooling tower at our Rotherham site we adhere to the L8 code of practice for the control of legionella bacteria in water.</p> <p>F-Gas refrigerants feature at our sites and we have maintenance plans in place, at a frequency in line with legislation, to ensure regular checks for leakage. We report data from engineers' mandatory visits to "top up" any F-Gases lost from cooling facilities. We also have a stringent R22 replacement programme in place.</p>	<p>Environmental Protection (Controls on Ozone-Depleting Substances) Regulations</p> <p>F-Gas Regulations</p>

# Appendix C

## EMAS Core Indicators

TABLE 1 EMAS CORE INDICATORS

Indicator	Applicability
<b>Energy Efficiency</b>	Our total annual energy consumption (in MWh) allows yearly comparisons. It is split between our office activities and our data centres. Our policy is to purchase electricity through green tariffs for all UK sites where Capgemini UK is responsible for the procurement of electricity. We have done this since 2006 under successive long term electricity contracts. We report our direct consumption only, with transmission and distribution losses from the grid (before electricity arrives at our facilities) removed from all data, so that it is consistent with our on-site electricity meter readings
<b>Waste</b>	Data is gathered on the total weight of office waste generated at all our sites, including the weight of waste that is diverted from landfill and the weight that is sent to landfill. In 2013 we worked closely with our national waste contractor to identify further opportunities for diverting waste from landfill once it leaves our control.
<b>Emissions</b>	Emissions from various activities are calculated and converted into tonnes of carbon dioxide equivalent (CO <sub>2</sub> e)
<b>Water</b>	Water consumption is not considered a significant impact for Capgemini UK, however, we recognise that minimising water consumption is an important issue globally. During 2013, we improved our data related to water usage and we started to measure our Scope 3 emissions associated with the supply and treatment of the water we use. Meter access remains an issue at many of our sites and therefore the majority of the data is based on invoices from suppliers. We have excluded water usage from all sites where we do not pay for the water supply directly (i.e. it is paid for by the landlord) and for all sites where water supply is unmetered.
<b>Biodiversity</b>	There is very little land or 'green' space at our office locations for which we have responsibility. Data relating to the use of land in square metres is not available.
<b>Material Efficiency</b>	This is not a relevant core indicator as Capgemini UK do not manufacture goods.

TABLE 2 EMAS CORE INDICATORS (NORMALISED DATA)

Source	2008	2012	2013	% Change since 2008	2012 (including 5 Telford sites)	2013 (including 5 Telford sites)	% Change since 2008 (including 5 Telford sites)
Total emissions (tCO <sub>2</sub> e) per employee	6.65	5.77	5.41	-18.7%	6.07	5.69	-14.4%
Total emissions (tCO <sub>2</sub> e) excluding data centres per employee	3.37	2.45	2.36	-30.1%	2.75	2.64	-21.7%
Travel emissions (tCO <sub>2</sub> e) per employee	2.06	1.65	1.60	-22.0%	1.65	1.60	-22.0%
Office energy use (MWh) per employee	2.96	1.79	1.83	-38.3%	2.56	2.56	-13.6%
Office energy use (MWh) per square foot	0.04	0.03	0.03	-35.5%	0.03	0.03	-31.8%
Data centre energy use (MWh) per employee	6.57	7.17	6.77	+3.1%	7.17	6.77	+3.1%
Data centre energy use (MWh) per square foot	0.33	0.28	0.27	-18.1%	0.28	0.27	-18.1%
Total waste generated (tonnes) per employee	0.07	0.03	0.02	-66.5%	0.04	0.03	-58.9%
Total waste generated (tonnes) per desk	0.13	0.05	0.04	-66.5%	0.05	0.04	-69.9%
Total water use (cubic metres) per employee	3.98	3.73	4.17	+4.7%	4.17	4.60	+15.5%
Total water use (cubic metres) per desk	6.96	6.08	7.28	+4.6%	5.03	5.89	-15.4%

1. The EMAS regulations require all core indicators to be expressed by number of employees. However, for some indicators this is not a meaningful expression for our business as the results are not representative of our performance. For energy use in our data centres and offices, expressing this per square foot is more representative, as data centres do not house employees and many of our employees are based on client sites or work remotely. For the same reason, waste disposal and water use are expressed on a per desk basis, as the number of desks is a more indicative normalisation than the overall headcount. All our available waste data is for non hazardous waste only.
2. Headcount used is total Capgemini head count (including our people at the five Telford sites): 2008 = 7,927; 2012 = 7,935; 2013 = 8,181
3. Office square footage is as follows: excluding five Telford sites: 2008 = 528,224; 2012 = 526,060; 2013 = 521,994; including five Telford sites: 2012 = 694,554; 2013 = 690,488
4. Data centre square footage is as follows: 2008 = 157,114; 2012 = 204,042; 2013 = 204,042. The five Telford sites are offices so their addition does not affect the data centre square footage.
5. Desk numbers are as follows: excluding five Telford sites: 2008 = 4,539; 2012 = 4,870; 2013 = 4,688; including five Telford sites: 2012 = 6,577; 2013 = 6,395

# Appendix D

## Environmental Data

**TABLE 1 GHG EMISSIONS BY SCOPE**

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

Scope	Source	2008	2012	2013	% change since 2008	2012 (including 5 Telford sites)	2013 (including 5 Telford sites)	%Change since 2008 (including Telford sites)
Scope 1 Direct emissions	Natural gas	987	423	549	-44.4%	722	821	-16.9%
	F-Gas	640	640	569	-11.0%	675	604	-5.5%
	Gas Oil & Diesel	160	92	72	-55.2%	94	74	-53.6%
<b>Total Scope 1</b>		<b>1,787</b>	<b>1,155</b>	<b>1,190</b>	<b>-33.4%</b>	<b>1,491</b>	<b>1,499</b>	<b>-16.1%</b>
Scope 2 Indirect emissions from electricity	Data Centre Electricity	25,494	25,917	24,440	-4.1%	25,917	24,440	-4.1%
	Office Electricity	9,056	5,583	5,465	-39.7%	7,651	7,464	-17.6%
<b>Total Scope 2</b>		<b>34,550</b>	<b>31,500</b>	<b>29,905</b>	<b>-13.4%</b>	<b>33,568</b>	<b>31,904</b>	<b>-7.7%</b>
Scope 3	Business Travel	16,304	13,061	13,130	-19.5%	13,061	13,130	-19.5%
	Waste	54	15	6	-88.8%	20	11	-80.2%
	Water	33	31	36	+8.0%	35	40	+19.2%
<b>Total Scope 3</b>		<b>16,391</b>	<b>13,107</b>	<b>13,172</b>	<b>-19.6%</b>	<b>13,116</b>	<b>13,181</b>	<b>-19.6%</b>
Total Carbon Footprint		52,728	45,762	44,267	-16.0%	48,175	46,584	-11.7%
Total excluding data centres		26,747	19,403	19,304	-27.8%	21,817	21,620	-19.2%

1 The three columns to the right indicate the results including the five additional sites at Telford which only came under ISO14001 certification in December 2013 and have therefore been excluded from the analysis in the main body of the report. These sites are not included in our 2008 baseline year, against which we have set our environmental objectives.

2 "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.

3 Annual data for the years 2008-12 has altered since the previous reports due to the application of revised DEFRA emission factors, the identification of additional travel items, the addition of water data and the ongoing maturation of the data collection process.

4 Expenses for all 2013 data were not complete at the time of reporting. An exercise was undertaken to determine the percentage difference between the 2012 data as recorded at the end of December 2012 and the actual data reported in March of the following year (when all travel expenses for 2012 are considered complete). The percentage difference for each type of transport (the average was 3.3% across all types of travel) was then applied to the 2013 travel data in order to account for the missing expensed data.

5 Water use data has been included for all sites where water is metered and where we pay for water charges directly (rather than through a landlord service charge). This includes Aston, Woking, Sale, Rotherham, Toltec, Merlin, Southbank, Nairn, International House, Partnership House and St James House. 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 unmetered it is assumed that the volume is the same as that being supplied.

TABLE 2 SOURCE DATA

Source		2008	2012	2013	% Change since 2008	2012 (including 5 Telford sites)	2013 (including 5 Telford sites)	%Change since 2008 (including Telford sites)
<b>MWh</b>	Offices	23,471	14,197	14,953	-36.3%	20,328	20,923	-10.9%
	Data Centres	52,077	56,912	55,422	+6.4%	56,912	55,422	+6.4%
	<b>Total</b>	<b>75,548</b>	<b>71,109</b>	<b>70,375</b>	<b>-6.8%</b>	<b>77,240</b>	<b>76,346</b>	<b>+1.1%</b>
<b>PUE</b>	Average for Data Centres	1.829	1.609	1.601	-27.6%	1.609	1.601	-27.6%
<b>Tonnes</b>	Total Waste Diverted from Landfill	355	206	194	-45.4%	253	219	-38.3%
	Total Waste to Landfill	234	54	10	-95.7%	76	31	-86.8%
	<b>Total Waste Generated</b>	<b>589</b>	<b>260</b>	<b>204</b>	<b>-65.4%</b>	<b>329</b>	<b>250</b>	<b>-57.6%</b>
<b>Cubic Metres</b>	Total Water Supply	31,572	29,595	34,107	+8.0%	33,107	37,642	+19.2%

TABLE 3 PROGRESS AGAINST ENVIRONMENTAL OBJECTIVES

Objective	2008	2012	2013	% Change since 2008	% Change since 2012	2012 (including 5 Telford sites)	2013 (including 5 Telford sites)	% Change since 2008	% Change since 2012
Total Carbon Emissions (tCO <sub>2</sub> e)	52,728	45,762	44,267	-16.0%	-3.3%	48,175	46,584	-11.7%	-3.3%
Objective 1 Total carbon emissions excluding data centre activities (tCO <sub>2</sub> e)	26,747	19,403	19,304	-27.8%	-0.5%	21,817	21,620	-19.2%	-0.9%
- Office energy emissions (tCO <sub>2</sub> e)	10,023	5,693	5,690	-40.5%	-0.1%	8,332	8,232	-17.9%	-1.2%
Objective 2 Data Centre Energy Efficiency (PUE)	1.829	1.609	1.601	-27.6%	-1.4%	1.609	1.601	-27.6%	-1.4%
Objective 3 Total Travel Emissions (tCO <sub>2</sub> e)	16,304	13,061	13,130	-19.5%	+0.5%	13,061	13,130	-19.5%	+0.5%
- from flights (tCO <sub>2</sub> e)	3,933	3,793	3,906	-0.7%	+3.0%	3,793	3,906	-0.7%	+3.0%
- other cars (tCO <sub>2</sub> e)	6,667	5,111	4,814	-27.8%	-5.8%	5,111	4,814	-27.8%	-5.8%
- hotels (tCO <sub>2</sub> e)	4,385	3,057	3,176	-27.6%	+3.9%	3,057	3,176	-27.6%	+3.9%
- rail (tCO <sub>2</sub> e)	1,288	1,072	1,202	-6.7%	+12.1%	1,072	1,202	-6.7%	+12.1%
- other (tCO <sub>2</sub> e)	32	29	32	+0.6%	+10.2%	29	32	+0.6%	+10.2%
Travel Emissions per Head (tCO <sub>2</sub> e/head)	2.06	1.65	1.60	-22.0%	-2.5%	1.65	1.60	-22.0%	-2.5%
Objective 4 General Waste to Landfill (tonnes)	234	54	10	-95.7%	-81.5%	76	31	-86.8%	-59.4%
General Waste to Landfill (as a % of total waste generated)	39.8%	20.9%	4.9%	-87.6%	-76.4%	23.0%	12.3%	-69.0%	-46.4%

## Notes

1 The energy consumption in MWh includes electricity, natural gas and diesel use across all our sites – split into offices and data centres.

2 The PUE data is an average across our UK data centres.

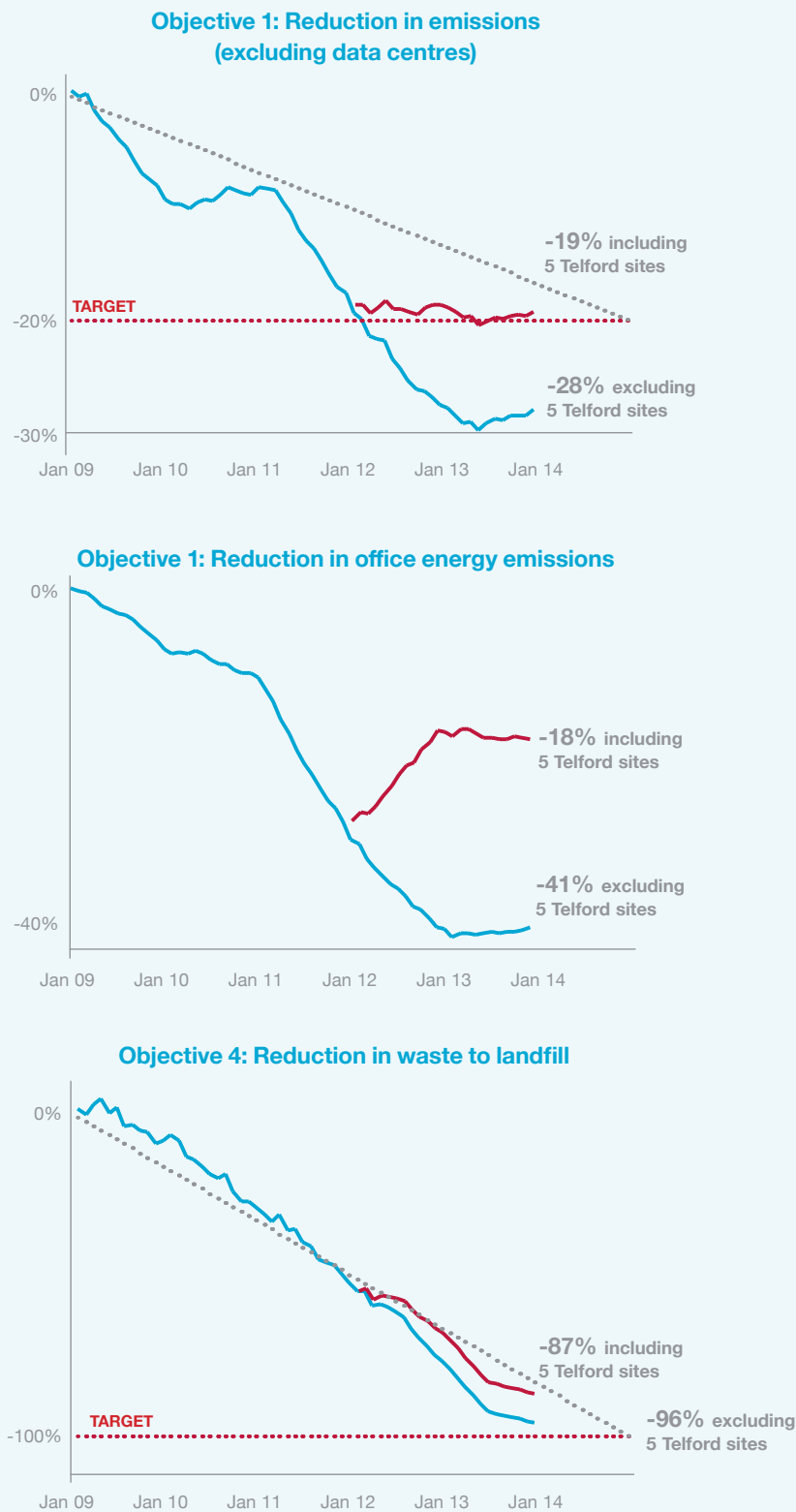
3 Total waste diverted from landfill includes both recyclable waste which is segregated on site and waste that has been otherwise diverted from landfill by waste contractors at each site.

4 Water supply in cubic metres details the metered volume of water supplied to UK offices and data centres. All sites where water is metered and where Capgemini UK pay for water charges directly (rather than through a landlord service charge) have been included. This includes Aston, Woking, Sale, Rotherham, Toltec, Merlin, Southbank, Nairn, International House, Partnership House and St James House. With the exception of Woking (where meter readings have been used for data from July 2013 data onwards), water supply information has been taken directly from supplier invoices. In cases where invoices are biannual or quarterly the metered volume of water is split by month according to the number of days in the month that are covered by the invoice.

5 Our environmental objectives are outlined in detail in Section 3 of the full report.

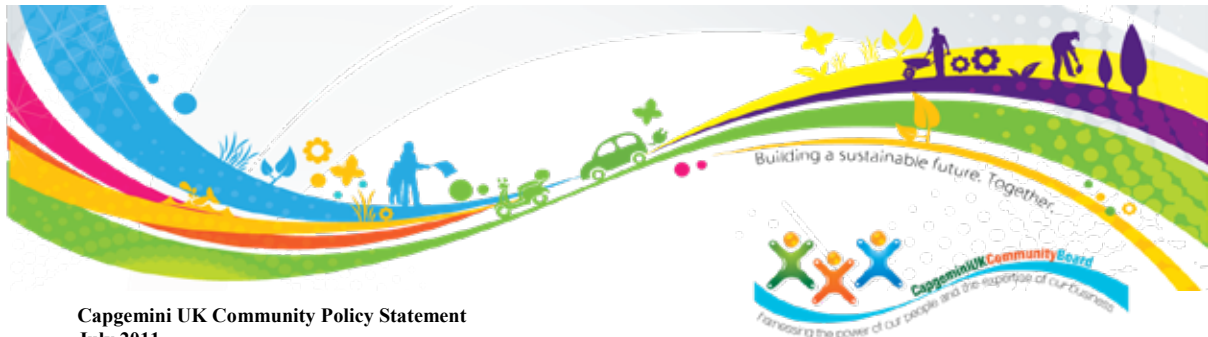


CHARTS 1-3 PROGRESS AGAINST ENVIRONMENTAL OBJECTIVES INCLUDING TELFORD SITES



# Appendix E

## Community Policy



### Capgemini UK Community Policy Statement July 2011

Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. We work alongside our clients to help them achieve their goals and develop creative solutions to help them succeed in business.

As a key employer in the UK knowledge and technology services economy, we recognise our responsibility to contribute to the talent and skills of the wider population and future generations. Our underpinning community philosophy is to support **skills for the future, education and inclusion**. This policy makes a series of commitments, reflecting the importance we attach to this work and living our values.

We operate in communities across the world from our network of UK offices and client sites and from our Rightshore™ sites. We are committed to managing our wider impact in these communities, now and in the future. Our community strategy therefore focuses on **local, national and global** initiatives.

#### **Local:**

Our local focus seeks to support what impacts our people, their families and communities recognising causes close to their hearts. One of the ways we support their personal, charitable fundraising activities is through our **Community Impact Awards**. Currently, our people work with an array of charities, local schemes and activities ranging from fundraising for Myotubular Trust to partnership with Rotherham Rugby Club.

#### **National:**

Nationally, we collaborate with partners that offer a spread of activity across the UK giving our people the opportunity to get involved close to where they live and work. It is important that our national partnerships offer our clients the opportunity to get involved too allowing us to forge strong client relationships. Currently, our national partners include The Prince's Trust and Business in the Community.

#### **Global:**

We believe it is important to recognise our community responsibilities outside of the UK in other areas of the world in which we operate, and the importance of our own path towards impacting the achievement of the UN's Millennium Development Goals. Globally we are currently working with The Naandi Foundation, a leading Indian charity providing education to young girls.

We manage all of this activity via a corporate foundation approach with internal processes and responsibilities to maximise our community impact. Additionally, we align and embed our community programme with our business activities and client work to ensure sustainability.

Capgemini actively encourage employees at all levels to get involved in the communities in which we live and work. We channel our time, energy and creativity into having a positive impact through volunteering, pro bono work, fundraising and awarding funding where appropriate. Joining forces to help others strengthens team spirit, improves communication skills, and gives us a better understanding of the communities around us.

We measure and evaluate the impact of our work in the community and share this with our people, our community partners and our clients. We advocate the responsibility of all businesses to invest resources in their communities, and use our experience, networks and position to progress this important agenda.

Performance against this Policy together with our community impact will be reviewed periodically by Capgemini UK's Sustainability Board.

Christine Hodgson  
UK Chairman, Chair Capgemini UK Sustainability Board



# Appendix F

## Community Data

We recognise the challenges of measuring the social and business impact of community investment and the often more qualitative benefit of employee engagement. During 2013, we enhanced our in-house sustainability reporting service to measure community-focussed impacts. We can now quantitatively measure and manage the following:

- Our Community Impact Awards and Community Investment Grant
- Employee volunteering
- Payroll Giving
- The Naandi Foundation

An initial summary of available 2012 and 2013 data is shown below. We continue to focus on improving both the quantitative and qualitative measurement of these impacts.

Metric	2012 Data	2013 Data
<b>Community Impact Awards</b>		
.... Capgemini matched donations	£24,712	£24,225
.... Raised by applicants	£112,037	£182,168
.... Total	£136,749	£206,394
<b>Community Investment Grant</b>		
.... Total amount awarded	N/A	£6,000
<b>Payroll Giving</b>		
.... Amount donated (annual total)	-	£100,453
<b>Naandi</b>		
.... Number of employee sponsors per month (monthly average)	472	443
<b>Volunteering</b>		
.... No. of volunteering hours (annual total)	2,461	2,650
.... Cost to the business (annual total)	£65,490	£81,589

### Notes

1 The Community Impact Awards data indicates the annual total in GBP provided in Capgemini Matched donations, as well as the amount raised by applicants to the scheme. This data includes applicants from both Capgemini UK Plc and Capgemini UK Financial Services.

2 The Community Investment Grant data indicates the total amount in GBP awarded by Capgemini to communities through the Community Investment Grant. This data includes grants awarded by both Capgemini UK Plc and Capgemini UK Financial Services.

3 The Payroll Giving data indicates the annual total in GBP donated by Capgemini UK employees through Payroll Giving.

4 The Naandi data indicates the number of Capgemini UK employees that sponsor the Nanhi Kali programme per month. As this varies month to month, we have calculated an average per month across the year.

5 The volunteering data indicates the number of working hours committed to volunteering activities by Capgemini UK employees and the annual cost in GBP to the business (at standard costs).

# Appendix G - Global Charter for Diversity and Inclusion

## **Global Diversity & Inclusion Charter**

Ever since the formation of the Capgemini Group in 1967, Diversity and Inclusion has been an important part of our employee culture; shaping how we operate and work with our stakeholders, suppliers and clients around the world.

For Capgemini, Diversity and Inclusion means attracting, developing and retaining the best people in the market, who share our values and our passion for service to clients, people and technology. The Group's commitment to Diversity and Inclusion is embodied in our Code of Business Ethics. We have come a long way in developing our global presence through the efforts of our employees from many different communities across the world.

Capgemini has created a Global Charter to highlight and focus our proactive employee engagement initiatives in Diversity and Inclusion which indicates that we are committed to:

1. fostering the diverse make-up of our workforce in all locations where we offer services, and at all levels;
2. increasing awareness of and training in Diversity and Inclusion for our employees through multiple communication channels to ensure we involve, and inform them of our actions and results;
3. continuing to build an inclusive work environment based on meritocracy; hiring the best people for the roles we offer, and mentoring, training, and supporting whenever possible to help individuals realise their full potential;
4. wherever possible, considering any aspects of Diversity and Inclusion in our employment and procurement decisions, and involving our elected employee representatives with the design and implementation of employment policies where appropriate;
5. engaging with our clients, partners and suppliers to ensure there is an understanding of our values and clear expectations from those that work with us;
6. including in our business reviews criteria designed to measure progress made by Capgemini entities or Business Units, as regards Diversity and Inclusion;
7. including questions on Diversity and Inclusion in our annual employee survey, and reviewing any changes as required as a result of employee feedback;
8. including in our Annual Report information on our progress with Diversity and Inclusion: actions taken, best practices across our Group, and results.

These statements of intent reflect in detail Capgemini's vision for Diversity and Inclusion for the Group. We are determined to take action on this ongoing journey, harnessing the power and benefit of what makes each and every employee unique, and celebrating our multicultural and diverse workforce. We know this will enhance the employee experience around the Group, create greater opportunities for our business and affirm Capgemini's status as a preferred global employer.

We make every effort to adapt to different needs and to enable people to work with us under a wide range of personal circumstances. In a number of countries, where allowed, employee data is monitored according to criteria such as socio-cultural group, age group and disability, etc. Diversity performance indicators are also included in the annual Capgemini Group internal HR audit.



# Appendix H

## Verification Statement

DNV·GL

VERIFICATION REPORT AND OPINION	
CLIENT DETAILS	
<b>Company:</b>	Capgemini UK plc
<b>Installation:</b>	UK Sites
<b>Address</b>	No. 1 Forge End Woking Surrey GU21 6DV
<b>Objectives &amp; Scope of the Verification:</b>	<p>To verify the direct and indirect annual GHG emissions (Scope 1, 2 and selected Scope 3 Emissions) for Capgemini's UK plc's UK operations for 2013 under the CDP.</p> <p>Scope 1 and 2 sites (covering energy and F-Gas and Ozone Depleting Substances Losses): Woking (Office), Swindon (Merlin Data Centre), Southbank (Office), Southbank (Data Centre), London City (Data Centre), Aston (Office), Rotherham (Office), Rotherham (Data Centre), Bristol (Office), Bristol (Toltec Data Centre), Edinburgh (Office), Nairn (Office), Inverness (Office), Glasgow (Office), Manchester (Office), Telford International House (Office), Swansea (Office) and Holborn (Office)</p> <p>The 2013 scope included the addition of 5 sites: Telford Partnership House (Office), Telford St James House (Office), Telford Fuller House (Office), Telford Plaza 1 (Office) and Telford Plaza 2 (Office).</p> <p>Scope 3: Business travel: all business travel captured through the expense system (DTX) covering: All flights, all road vehicle mileage, rail travel including underground rail, taxis and buses, office waste, office water use and hotel nights data.</p> <p>Other indirect Scope 3 emissions which are not currently reported are: Emissions associated with the transmission and distribution losses of electricity, 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.</p>

<b>Responsibilities:</b>	<p>Capgemini is solely responsible for the preparation and reporting of their annual greenhouse gas (GHG) emissions for the purposes of public reporting; for any information and assessments that support the reported data; for determining the installation's objectives in relation to GHG information and for establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.</p>
	<p>In accordance with the verification contract dated 12 February 2014, it is the responsibility of <b>DNV Certification Limited (DNV GL)</b> to form an independent opinion, based on the examination of information and data presented, and to report that opinion. We also report if, in our opinion :</p> <ul style="list-style-type: none"> <li>• the reported emissions may be associated with misstatements (omissions, misrepresentations or errors) or non-conformities; or</li> <li>• the verification team/verifier has not received all the information and explanations that it requires to conduct its examination; or</li> <li>• improvements can be made to the operator's performance in monitoring and reporting of emissions.</li> </ul>
<b>Work performed &amp; Basis of the Opinion:</b>	<p>DNV GL conducted its examination having regard to the reference documents below. This involved examining, on a test basis, evidence to provide reasonable assurance that the quantities and disclosures relating to the data have been properly prepared in accordance with the rules and principles of the Scheme. This also involved assessing, where necessary, estimates and judgements made by the operator in preparing the data and considering the overall adequacy of the presentation of the final data.</p> <p>DNV GL applied a materiality level of 5% to the reported emissions.</p> <p>DNV GL states its independence and impartiality with regards to this assurance engagement. In 2013, DNV GL did not undertake any work on behalf of Capgemini or any of its stakeholders which could compromise the independence or impartiality of its findings, conclusions or recommendations.</p> <p>DNV GL is accredited under ISO 14065:2013 for verification of GHG emissions data under the EU Emissions Trading System.</p>

CONDUCT OF THE VERIFICATION	
Reference Documents:	ISO 14064-3 2006
Rules of the Scheme	CDP.
Methodologies Used in Emission Calculations	<p>Data generated by Capgemini to produce its Scope 1, 2 and selected Scope 3 emissions.</p> <p>Scope 1 emissions using Emissions Factors from "2013 Greenhouse Gas Conversion Factors for Company Reporting" from DEFRA.</p> <p>Scope 2 emissions using Emissions Factors from "2013 Greenhouse Gas Conversion Factors for Company Reporting" from DEFRA.</p> <p>Scope 3 emissions from business travel from "2013 Greenhouse Gas Conversion Factors for Company Reporting" from DEFRA and Scope 3 emissions from hotel nights using Emission Factors from the Carbon Neutral Company.</p>
EMISSIONS DETAILS	
Reporting Year:	2013
Date of Emissions Report:	30 May 2014
Total Emissions in tCO <sub>2</sub> e:	<b>46584 tCO<sub>2</sub>e</b>
Source Streams Included:	Natural gas, electricity, gas oil (diesel), losses of F-Gas and ODS, waste, water use, hotel nights and all business related travel as noted above.
Changes to the Installation During the Reporting Year:	Addition of five office sites in Telford.
COMPLIANCE WITH DATA VERIFICATION PRINCIPLES	
Trueness (Accuracy):	Yes, with the exception of the comments within the opinion statement below which are not anticipated to introduce a material misstatement of overall emissions.
Completeness:	Yes.
Consistency:	Yes.
Faithfulness:	Yes.
Transparency:	Yes.

OPINION	
<b>OPINION - Verified With Comments:</b>	DNV GL has conducted a verification of the greenhouse gas data reported by Capgemini UK plc in its report for the CDP for 2013. On the basis of the verification work undertaken these data are fairly stated, with the exception of:
<b>Comments Which Qualify the Opinion:</b>	<ol style="list-style-type: none"> <li>1. For Scope 1 and 2 data, there has been no discounting in the Working Office, part of which is sublet to tenants.</li> <li>2. T&amp;D (transmission and distribution) losses from electricity supply have not been reported or verified. This is a Scope 3 emission under the CDP.</li> <li>3. As an observation there is an opportunity for improvement in the calculation of flight Scope 3 data by using information on the classes of flights which is actually captured in the travel data.</li> <li>4. Flight CO<sub>2</sub> te has been reported without consideration of Radiative Forcing.</li> <li>5. For Scope 3 data resulting from flights, Capgemini has applied an uplift of 3% to account for staff booking their own flights directly which have then not been captured by the carbon reporting system.</li> <li>6. For Scope 3 data covering rail, company cars, private cars, buses, taxis and motorbikes, Capgemini has applied an uplift to the mileage of each mode of travel (approximately 3% on average). This is to account for the late submission of expense claims that miss reporting deadlines and is based on the results of an exercise conducted in January 2014.</li> <li>7. Scope 3 data for rail travel is based on an estimation of £1 per 2.2. miles.</li> <li>8. Scope 3 Emission Factors for hotel nights are based on factors from the Carbon Neutral Company, but the original source of these factors can no longer be traced.</li> </ol>

<b>Lead Verifier:</b>	Graham Wood
<b>Technical Reviewer:</b>	Steve Evans
<b>DNV Certification Limited (DNV GL) Reference No:</b>	PRJC-452154
<b>Name of Authorised Signatory:</b>	Steve Evans
<b>Date of Opinion:</b>	30 May 2014
<b>DNV GL</b>	DNV Certification Limited (DNV GL)



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offices and research is available at [www.capgemini.com](http://www.capgemini.com)

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## About Capgemini

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With more than 130,000 people in over 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2013 global revenues of EUR 10.1 billion. Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organisation, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.